Minnesota Health Insurance Exchange (MNHIX)

1.2 Project Management Plan

September 21st, 2012

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MNHIX Project Management Plan

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1 Introduction to the Project Management Plan

The Project Management Plan (PMP) defines the methodology that will be used by MAXIMUS on project management activities on the Minnesota Health Insurance Exchange (MNHIX) project. Our methodology is a documented set of methods, techniques and tools designed to provide as systematic way to meet the project management requirements of this project. Therefore, this plan defines what project management activities MAXIMUS with perform, how they will perform them, when they will perform them, and with whom they will perform them. This plan not only describes the project management processes that MAXIMUS performs, but also how MAXIMUS and State Project Managers, as well as other staff members participate in project management activities. These features of the plan will become clear as you progress through the document.

MAIXMUS bases its project management approach on the Project Management Institute's (PMI) Body of Knowledge (PMBOK). PMI is an international organization recognized as the leader in defining the standards by which professional Project Managers and organizations plan, manage, administer, track and control projects. A PMBOK based project management methodology is a requirement for this plan, as is shown in Table 1, which defines the requirements and standards for this deliverable.

Deliverable Requirements and Standards	
Document ID	**Description**
Contract Section 3.3	3.3 ***Initiation, Planning and Management Duties.*** Contractor shall, in accordance with Exhibit A and Exhibit B, coordinate with State for Project initiation, planning and management including: (a) Assignment of a Project Manager to work with the State's Project Manager and other third parties providing support services to the State (e.g. IV&V) in connection with the Project as designated by the State, subject to State continuing approval; (b) Participation in a Project Kickoff Meeting convened by the State Project Manager to initiate Project and communicate key objectives, roles, responsibilities and activities consistent with requirements set out in the Exhibits A-D; (c) Issues Management Process: Established by the Contractor and approved by the State, the Contractor shall develop an Issues Management Plan for addressing project issues, including an issues document or log that will contain details for each issue including issue identification, issue description, to whom assigned, date assigned, due date, priority, resolution date and resolution details. The Issues Management Plan shall include a method for the parties to register exceptions and disagreement over listed issues and the parties shall comply with such approved Issues Management Plan. The Contractor shall update the issues log and provide it with a weekly project status report which is subject to review and comment by the State; (d) Communication Plan: Established by the Contractor and approved by the State, the Contractor shall develop a Communication Plan that describes the process for communications during the Project, including recurring meetings with State Project Manager, communications with stakeholders, communication methods and documentation and Contractor shall comply with such Approved Communication Plan; (e) Risk Management Plan: Established by the Contractor and approved by the State, the Contractor shall develop and define a Risk Mitigation Plan which defines the risks associated with the Project and categorizes these risks as business or technical in nature and Contractor shall comply with any and all directives arising from such Approved Risk Management Plan; and (f) Contractor shall develop a Project Plan that includes vendor staffing plan with key staff identified, staffing contingency plan, state staffing estimates, work breakdown structure, schedule, and deliverables for the Solution in accordance with the requirements of Exhibit A and Exhibit B and submit it to the State for approval.

Deliverable Requirements and Standards	
Document ID	**Description**
	26 Change Control Process 26.1 Express written approval of the State must be obtained prior to any changes in the Project. A change to the Project is defined as a change involving tasks not initially included in Contractor's duties or reasonably implied therein, or anticipated by the parties to the Contract, and which may require a change in cost, a change in the Project schedule, a change in Level of Effort, or other change to the Project, including but not limited to a change in functionality, a change related to third-party software, or a change in system security. 26.2 Prior to the approval of any change the following must occur: 26.2.1 A change is identified when either the State or the Contractor believes a change is not otherwise provided for in this Contract; 26.2.2 The State and the Contractor shall investigate and mutually agree whether a change is required; 26.2.3 If the State and the Contractor reach agreement that the issue necessitates a change to the Project, the Contractor shall provide the State with an estimate of the time and cost for the change, and if determined to be merited by the State, an estimate for the time and cost for the Contractor to conduct an Impact Risk Analysis; 26.2.4 Upon State's determination that an Impact Risk Analysis is merited and approval of the cost estimate, the Contractor will conduct and provide the State with an Impact Risk Analysis; 26.2.5 Upon receipt of an estimate of time and cost to for the change, and, if the State has so requested, upon receipt of the Impact Risk Analysis, the State will determine whether it will issue a Change Request; 26.2.6 If the State issues a Change Request, the Contractor will provide the State with a bid on a fixed-price basis for the Change Request; 26.2.7 The State will review and formally accept or reject the Contractor's bid; 26.2.8 If the State accepts the Contractor's bid, the parties shall execute a Change Order, 26.3 If the parties are unable to reach an agreement during any step of the Change Control Process, the State's authorized representative and the Contractor's authorized representative will meet to determine further action. 26.4 During the Change Control Process, both Contractor and State shall continue to perform their duties under the Contract which are not affected by the Change Control Process, but shall not be obligated to perform additional duties contemplated in any Change Control or Change Order currently under consideration. Should a Party elect to perform work in furtherance of an unapproved Change Order, said Party is responsible for its own costs associated therein in the event that a Change Order is not subsequently and mutually executed by the Parties related to the work performed. 26.5 If the State fails to timely perform an obligation under this Contract and Contractor demonstrates that such delay materially affects scope, schedule or cost of performing the Services, the parties shall execute an appropriate Change Order in accordance with the provisions of this section to account for such delay. Such Change Order will address appropriate reimbursement or other consideration for reasonable, necessary, actual and substantiated costs paid or incurred by Contractor that were directly caused by the State delay.
Contract Exhibit B II. Entire Exchange Functionality e. Governance 3.	The Contractor shall follow applicable Project management tasks and activities in accordance with the Project Management Institute's Project Management Body of Knowledge (PMBOK) Fourth Edition, and the PMBOK – Government Extension, or other State-approved standards by which to assess the Project.

Deliverable Requirements and Standards	
Document ID	**Description**
Contract Section 25	25 Approval of Deliverables A. The State shall complete its review of each Deliverable identified in Exhibit A within the time period for review set forth in the Project Plan (or if no such period is set forth then within ten (10) business days) and at such time shall provide Contractor with (a) approval of the Deliverable or (b) a written statement, as provided below, of the deficiencies preventing approval. Each Deliverable shall be accepted by the State if finds that such Deliverable complies, in all material respects, with the requirements as set forth in Exhibit A. B. In the event of the State's rejection of a Deliverable, the State shall provide a written statement that identifies in reasonable detail all material deficiencies with respect to the Deliverable. Contractor shall then have the period of time for corrections set forth in the Project Plan (or if no such period is set forth then within twenty (20) calendar days) to complete all such corrective actions or changes in order for such Deliverable to conform in all material respects with the requirements therefore set forth in Exhibit A and shall then resubmit the Deliverable to the State for approval. C. The State shall have five (5) business days to complete a review of the corrective changes made to the resubmitted Deliverable in response to the State's written statement of deficiencies as set forth in Section 25.B and, within such period, notify Contractor in writing of acceptance or rejection. The State's review and approval of such corrected Deliverable shall be solely for the purpose of determining that the required corrections have been made to bring the identified deficiencies into compliance in all material respects with requirements therefore set forth in Exhibit A. D. If the State fails to approve or reject a Deliverable within the periods of time set forth in Section 25.A or Section 25.C, then Contractor shall promptly issue a written reminder to the State's Authorized Representative, notifying the State in writing that no such notice was received with respect to such Deliverable. If, within two (2) business days of the date of Contractor's written reminder, Contractor does not receive a written approval or rejection of such Deliverable, the Deliverable will be deemed approved by the State. E. If any Deliverables have been approved by the State pursuant to the terms of this Contract the Contractor shall be entitled to rely on such approval.
Contract Exhibit B II. Entire Exchange Functionality b. Contractor General Duties	11. The Contractor will participate in a common Project management methodology and comply with the following, as outlined the State of Minnesota Professional and Technical Services Contract. A. The Contractor will provide a lead Project manager. B. The lead Project manager will participate in a Project management steering team. C. The Contractor will follow the Project reporting plan. D. The Contractor will comply with the Project change control process. 12. The Contractor will establish Work Breakdown Structures (WBS) and methodologies for development and delivery of milestones and deliverables. The State will have the final approval for all WBS. 13. The Contractor will establish a solution Project plan(s) to be included into the State's master Project plan.

Table 1 – PMP Requirements, Deliverables and Standards

As shown in Table 1, the Contract identifies several different "Plans" and in the Initiation, Planning and Management Duties section. These plans include:

- Project Plan
- Issues Management Plan
- Communication Plan
- Risk Management Plan

The Project Management Plan includes all of these plans and also describes the plans for other knowledge areas covered under the PMBOK.

PMBOK Knowledge Areas (Paraphrased from PMBOK)	
Process	**Description**
Project Integration Management	Project Integration Management includes the processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups.
Project Scope Management	Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project.
Project Time Management	Project Time Management includes the processes required to manage the timely completion of the project. Essentially, it is the process of creating, maintaining and controlling the project schedule.
Project Cost Management	Project Cost Management includes the processes involved in estimating, budgeting, and controlling costs so that the project can be completed within the approved budget. The MNHIX is being performed on a fixed-price basis, and neither the State's nor MAXIMUS's internal cost management processes are discussed in this document. However, this chapter does discuss how MAXIMUS can influence or impact the State's variable project costs.
Project Quality Management	Project Quality Management includes the processes and activities for determining quality policies, objectives and responsibilities to ensure project deliverables or other work products satisfy project requirements.
Project Human Resources Management	Project Human Resources Management includes the processes to acquire, organize, and manage human resources on the project.
Project Communications Management	Project Communications Management includes the processes required to ensure the timely and appropriate generation, collection, distribution, and storage of project information. It describes the mechanisms for communication between project members and the method(s) of distribution for different types of communications.
Project Risk Management	Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, and monitoring and control.
Project Procurement Management	Project Procurement Management includes the processes necessary to purchase or acquire external products and services. The MNHIX is being performed on a fixed-price basis, and neither the State's nor MAXIMUS's internal procurement management processes are discussed in this document. However, this chapter does discuss how MAXIMUS can influence or impact the State's procurement process.

Table 2 – PMBOK Knowledge Areas

According to the PMBOK, a project is a:

> *"…temporary endeavor undertaken to create a unique product, service, or result."*

That is, a project is finite with a defined beginning, a set of work to complete, and a defined ending. In the case of the MNHIX project, the beginning is the point at which work MAXIMUS begins activities related to implementing its proposed MNHIX solution in a State, the work includes all activities related to that implementation, and the ending is when the State has signed off on all project related deliverables and submitted payment for all products and services to MAXIMUS.

Any project includes both one time activities and repetitive activities. Repetitive activities include producing such things as the Project Status Report and conducting the Project Status Meeting. One time activities are those that must be done only once, and typically occur in a linear progression. Activities done in a linear progression may also have iterative progressions, but the point is that these types of activities produce an output that is used in subsequent activities and once complete are not repeated as the project progresses.

According to the PMBOK, project management is:

> *"… the application of knowledge, skills, tools, and techniques to project activities to meet project requirements."*

Thus, this MNHIX Project Management Plan describes how project management knowledge and skills are being applied to meet the project management requirements on the MNHIX project. Like any organization, MAXIMUS has business processes that it engages in to complete work, including project management

activities. This plan documents the business processes MAXIMUS and the State engage in to perform project management functions on the MNHIX project. These business processes encapsulate the series of methods that MAXIMUS and State Project Managers conduct to complete project management tasks, artifacts and deliverables in a consistent, effective and efficient manner. To that end, this plan describes the following types of resources and how they are used within the business processes to complete project management activities:

- **Inputs** identify documents or other data that is collected by the project team in order to provide the information necessary for producing a deliverable or work product. The inputs could be existing project documentation, as well as written standards, guidelines or regulations.
- **Tools** identify the computer systems, templates or other non-human resources that are involved in the production of the deliverable.
- **Roles** identify the type of human resources that are involved in the production or approval of the deliverable and the responsibilities of a person in a role. (Generalized role names are used throughout this document. A person's official title is not used.)
- **Techniques** identify specialized methods or types of work that are employed to produce the deliverable.
- **Outputs** identify the artifacts, deliverables, or other work products that are produced by the Method.
- **Methods** describe the application of Inputs, Techniques, Tools, and Standards used by the people in Roles in order to produce the Outputs.

In conclusion, the primary audience for the Project Management Plan is Project Directors and Project Managers from both MAXIMUS and the State, because it explains the project management business processes conducted by MAXIMUS and the State to manage the implementation of the hardware and software necessary for the exchange. The secondary audience is executives from MAXIMUS and the State, as well as all project staff members from both organizations. It is valuable to have the project staff members understand the project management processes, as they will be affected by these processes during the completion of the project deliverables, products and artifacts. Therefore, this plan is also used to educate and guide MAXIMUS and State personnel that participate in the MNHIX project.

2 Project Integration Management

Project Integration Management includes the processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Group in PMBOK. This section defines each business process MAXIMUS conducts in this knowledge area and the methods used in order to complete the processes. The business processes for integrating management activities on MNHIX engagement are listed and defined in Table 3. Each of the listed business processes are broken down into one or methods, and each method description identifies the inputs, tools, people and techniques used to produce the outputs.

Project Integration Management Processes	
Process	**Description**
Conduct Project Initiation	Conduct Project Initiation is the process of performing project startup activities. It includes planning and conducting initial project management meetings, gathering information about staff, developing the Project Charter, conducting project kickoff meetings and completing the Project Management Plan.
Perform Integrated Change Control	Perform Integrated Change Control is the process of reviewing all change requests, approving change requests and managing the implementation of approved changes.

Table 3 – Project Integration Management Processes

2.1 Conduct Project Initiation

Conduct Project Initiation is the process of performing project startup activities. It includes planning and conducting initial project management meetings, gathering information about staff, developing the Project Charter, conducting project kickoff meetings and completing the Project Management Plan.

2.1.1 Conduct Project Initiation Inputs

Table 4 lists the inputs to the Conduct Project Initiation process.

Conduct Project Initiation Inputs		
Document	**Publisher**	**Description**
REQUEST FOR PROPOSALS (RFP) Minnesota Department of Commerce Health Benefit Exchange Technical Infrastructure Prototypes	State of Minnesota	The Request for Proposal issued by Minnesota that governed the procurement process and provides insight into the project requirements
Stage One response for fully functioning Health Benefit Exchange Technical Infrastructure Prototypes July 20th, 2012	MAXIMUS	MAXIMUS's response to the State's RFP that describes how MAXIMUS will provide the software and services to meet the requirements.
State of Minnesota Professional and Technical Services Contract and Exhibits	State of Minnesota	The Contract between the State of Minnesota through the Commissioner of Commerce ('State') and MAXIMUS to implement the MNHIX.

Table 4 – Conduct Project Initiation Inputs

2.1.2 Conduct Project Initiation Tools

Table 5 identifies the tools used by the project team when conducting project initiation activities.

Conduct Project Initiation Tools	
Process	**Description**
Sessions Schedule Template	The Sessions Schedule Template is a Microsoft Excel template for creating the schedule for all Project Sessions. The current Project Sessions Schedule created from the template is shown in Attachment A 'Project Sessions Schedule'. It also resides in the Electronic Project Library.
Stakeholder Register Template	The Stakeholder Register Template is a Microsoft Excel template for maintaining the list of project stakeholders, their roles on the project, and the organizations to which stakeholders belong. An example of a Stakeholder Register created from the template is shown in Attachment B 'Stakeholder Register'. It also resides in the Electronic Project Library.
Project Charter Template	The Project Charter Template is a Microsoft Word template for creating a Project Charter. An example of a Project Charter created from the template is shown in Attachment C 'Project Charter'. It also resides in the Electronic Project Library
Project Presentation Template	The Project Presentation Template is a Microsoft PowerPoint template for creating all project presentations. An example of a Project Presentation created from the template is shown in Attachment D 'Project Presentation'. It also resides in the Electronic Project Library
Project Schedule (initial)	The initial Project Schedule which may have been submitted as part of the MAXIMUS proposal.
Project Meeting Agenda Template	The Project Meeting Agenda Template is a Microsoft Word template for creating meeting agendas for all project meetings conducted by MAXIMUS. An example of a Project Meeting Agenda template is shown in Attachment E 'Project Meeting Agenda'. It also resides in the Electronic Project Library
Electronic Project Library	Electronic Project Library is the business collaboration software used by MAXIMUS and the State to store all project documents.

Table 5 – Conduct Project Initiation Tools

2.1.3 Conduct Project Initiation Roles

Table 6 identifies the roles and responsibilities of project team members when conducting project initiation activities.

Conduct Project Initiation Roles		
Role	**Organization**	**Responsibilities**
Project Management Officer	MAXIMUS	The Project Management Officer is responsible for conducting project initiation activities and producing project initiation outputs.
MAXIMUS Project Managers	MAXIMUS	In addition to the Project Management Officer, MAXIMUS Project Managers meet with State MNHIX Project Manager during the project initiation sessions to create the Project Charter and finalize other important project management artifacts.
MNHIX Project Managers	MNHIX	MNHIX Project Managers meet with the Project Management Officer and MAXIMUS Project Managers during the project initiation sessions to create the Project Charter and finalize other important project management artifacts.

Conduct Project Initiation Roles		
Role	**Organization**	**Responsibilities**
MAXIMUS Staff Members	MAXIMUS	MAXIMUS Staff Members participate in project initiation sessions and may assist in the development of artifacts such as the Project Charter and Project Schedule. All MAXIMUS Staff Members may attend the Project Kickoff Meeting.
MNHIX Staff Members	MNHIX	MNHIX Staff Members may participate in the project initiation sessions and the development of artifacts. All MNHIX staff members may attend the Project Kickoff Meeting.
Other Stakeholders	Any	Other MAXIMUS or State stakeholders may participate in project initiation activities and attend the Project Kickoff Meeting.

Table 6 – Conduct Project Initiation Roles

2.1.4 Conduct Project Initiation Techniques

Table 7 identifies the techniques used by project team members when conducting project initiation activities.

Conduct Project Initiation Techniques	
Technique	**Description**
Expert Judgment	Expert judgment in this context refers to expertise in project management. MAXIMUS Project Managers are typically certified Project Management Professionals (PMP) which qualifies them to provide expert judgment on how to conduct project activities.

Table 7 – Conduct Project Initiation Techniques

2.1.5 Conduct Project Initiation Outputs

Table 8 identifies the outputs of the Conduct Project Initiation process.

Conduct Project Initiation Outputs	
Output	**Description**
Stakeholder Register (Initial)	The Stakeholder Register is a list of project stakeholders that includes contact information, organizational affiliations, and the role(s) a person plays on the project. It is used to assist in planning project sessions and producing the Project Organization Chart.
Project Organization Chart (Initial)	The Project Organization Chart identifies all key project organizations and staff members from both MAXIMUS and the State. It is diagramed in the context of the project, defining which structures have authority over others, what roles exist within the structures, and which people occupy each role at the beginning of the project.
Project Management Plan	The Project Management Plan defines the business processes that will be used by MAXIMUS to manage the MNHIX project. It is based on the MAXIMUS Project Management Methodology, but tailored specifically for this project.
Project Work Breakdown Structure (Final)	The Project Work Breakdown Structure (WBS) subdivides project work into smaller, more manageable components. The WBS is a “deliverable-oriented hierarchical decomposition of the work to be executed” in order to meet complete project work.
Project Schedule (Baseline)	The baseline Project Schedule identifies the project activities, their dependencies, durations, dates and constraints. It is in the Microsoft Project format. The baseline schedule comes from the initial Project Schedule taken from the MAXIMUS Proposal modified by any changes made during the project initiation sessions with MNHIX management.
Risk Register (Initial)	The Risk Register is a list of project risks that have been identified by the MAXIMUS and MNHIX managers. The register lists and describes each risk, as well as the associated risk mitigation strategies.
Project Sessions Schedule (Updated)	The Project Sessions Schedule is updated during project initiation processes as sessions are scheduled for the project initiation sessions and the Project Kickoff Meeting. (See Chapter 8 - Project Communications Management for a description of the Sessions Schedule.)

Conduct Project Initiation Outputs	
Output	**Description**
Session Attendance Roster	Session Attendance Rosters are created for project initiation sessions. They are first used to inform MAXIMUS and MNHIX management of the stakeholders that have been invited to each session, and are then used as an audit trail of those stakeholders that actually attended. (See Chapter 8 - Project Communications Management for a description of the Session Attendance Roster.)
Project Charter	The Project Charter provides MAXIMUS and MNHIX Staff Members with an overview of the project scope, organizational structure, deliverables, schedule and risks. A Microsoft Word template has been created for the Project Charter
Project Kickoff Meeting Presentation	The Project Kickoff Meeting Presentation is a set of slides that is presented to all project stakeholders during the Project Kickoff Meeting. This presentation is created from the Project Presentation Template.

Table 8 – Conduct Project Initiation Outputs

2.1.5.1 Develop Project Charter

On most projects, the Project Charter is first document produced by MAXIMUS after the project initiation session between MAXIMUS and State Staff Members. However, on the MNHIX project, the Project Charter will be produced after the Visioning Sessions. MAXIMUS combines aspects of Project Integration Management and Project Scope Management to create the Project Charter. The Project Charter is an informative and educational tool for all project staff, and provides a baseline against which future project developments can be measured. Our Project Charter includes the following sections:

Project Charter Sections	
Section	**Description**
Project Scope Statement	The Project Scope Statement is one or more paragraphs that provide an overview of State business needs that are driving it to undertake the project, the boundaries of the project and the high-level requirements for the project. The Project Scope Statement defines the work that is included in the project, as well as work that is outside the scope of the project. It may also include assumptions and constraints.
Project Organization Chart	The Project Organization Chart identifies all key project organizations and staff members from both MAXIMUS and the State organizations. It is diagramed in the context of the project, which shows the structures that have authority over others, what roles exist within the structures, and what people occupy each role at the beginning of the project. The Project Organization Chart is maintained outside of the Project Charter and incorporated within the document at the time it is written. (Much of the information in the Project Organization Chart is maintained in the Project Stakeholder Register. The Project Stakeholder Register is a list of people, along with the roles they perform on the project that is maintained in a separate document.) The Project Organization Chart is included in the Project Charter in order to describe the groups, roles and people that will be used to complete the work defined in the Project Scope Statement.
Project Work Breakdown Structure	The Project Work Breakdown Structure (WBS) subdivides project work into smaller, more manageable components. The WBS is a “deliverable-oriented hierarchical decomposition of the work to be executed” in order to meet complete project work. The WBS is included in the Project Charter in order to describe the how the work will be undertaken and accomplished, in order to the complete the work defined in the Project Scope Statement.
Project Schedule Summary	The Project Schedule Summary begins with the WBS and identifies the dates upon which deliverables and milestones are planned to be completed.
Project Risks	The Project Risks section identifies the risks that have been identified by MAXIMUS and MNHIX Project Managers during Project Initiation meetings. (Project Risks are maintained separately in the Project Risk Register.)

Table 9 – Project Charter Sections

2.1.6 Conduct Project Initiation Methods

This section describes the method workflow for conducting project initiation activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Conduct Project Initiation Methods		
#	**Method**	**Description**
1	Plan Project Initiation Sessions	Planning project initiation sessions is the process by which the schedule, attendance requirements and content of project initiation sessions are planned by the Project Management Officer and MNHIX Project Mangers. These initial planning sessions are attended only by MAXIMUS and MNHIX Project Managers. The purpose of the sessions is to: • Develop the initial Stakeholder Register • Develop the initial Project Organization Chart • Review the MAXIMUS Project Management Methodology in order to finalize the Project Management Plan (This process includes the finalization of things such as the Deliverable Document Review Process, the Communication Distribution List, etc.) • Review and finalize the Work Breakdown Structure • Review and finalize the baseline Project Schedule • Develop the initial Risk Register
2	Conduct Project Initiation Sessions	Conducting the project initiation sessions is the process by which the project initiation sessions are held and information from the participants is gathered and documented.
3	Develop Project Charter	Developing the project charter is the process by which information from existing sources such as the RFP, Proposal and Contact, and information gathered during the Project Initiation Sessions is formally documented in the Project Charter. The Project Charter may or may not be a deliverable on a specific project, in the case of the MNHIX, it is not a deliverable.
4	Plan Project Kickoff Meeting	Planning the Project Kickoff Meeting is the process by which the schedule, attendance requirements and content of the Project Kickoff Meeting is determined. The Project Kickoff Meeting is for all project personal, both MAXIMUS and the State, as well as other stakeholders. The content of the meeting is typically a presentation that provides an overview of the project and reviews the Project Charter.
5	Conduct Project Kickoff Meeting	Conducting the Project Kickoff Meeting is the process by which the Project Kickoff Presentation is reviewed by all project staff and stakeholders, and participants are given the opportunity to ask questions of the MAXIMUS and MNHIX Project Managers.

Table 10 – Conduct Project Initiation Methods

Method 1 – Plan Project Initiation Session Process Flow Diagram

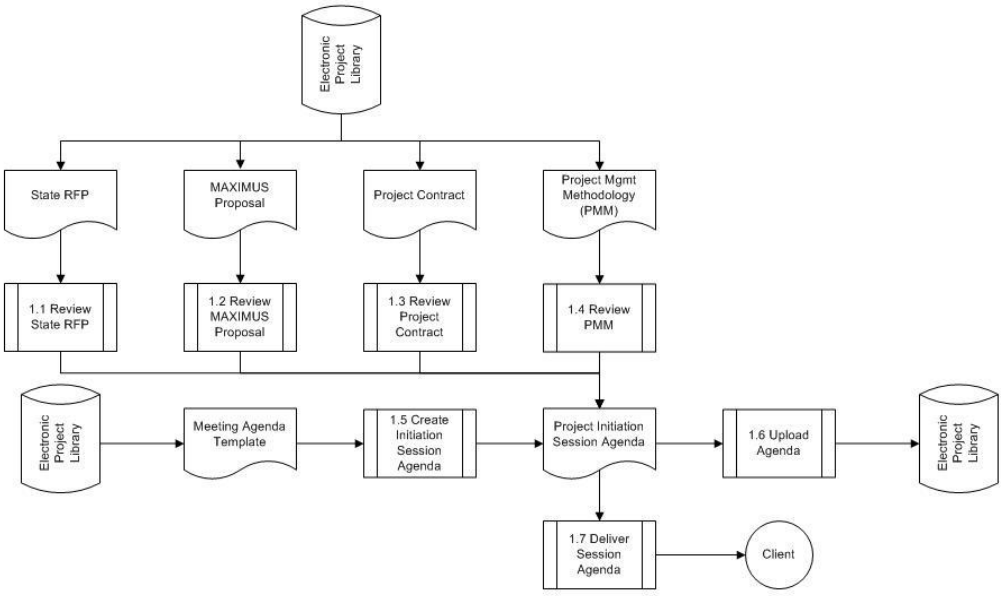

Figure 1 – Plan Project Initiation Session Process Flow

Method 1 – Plan Project Initiation Session Process Steps			
#	**Step**	**Roles**	**Description**
1.1	Review State RFP	Project Management Officer	The Project Management Officer reviews the RFP to identify items that need discussion during the project initiation session.
1.2	Review MAXIMUS Proposal	Project Management Officer	The Project Management Officer reviews the MAXIMUS Proposal to identify items that need discussion during the project initiation sessions.
1.3	Review Project Contract	Project Management Officer	The Project Management Officer reviews the project Contract to identify items that need discussion during the project initiation session.
1.4	Review Project Management Methodology	Project Management Officer	The Project Management Officer reviews the PMM to identify items that need discussion during the project initiation session.
1.5	Create Project Initiation Session Agendas	Project Management Officer	The meeting agendas should include any important items discovered by the project manager during the document review. It should also include a review the project management methodology with MNHIX Project Managers to ensure the processes described are acceptable. In addition, it should include topics for discussing the information that must go in the Project Charter, specifically the project scope statement, organization chart, WBS and schedule, and Risk Register. (Note: This process may not follow the typical Communication Management processes for scheduling and conducting meetings because the Project Management Plan that defines those processes has not been submitted and approved by the State at this point in the project.)
1.6	Upload Project Initiation Session Agendas	Project Management Officer	The Project Management Officer uploads the agendas to the Electronic Project Library.
1.7	Deliver Project Initiation Session Agendas	Project Management Officer	The Project Management Officer delivers the agendas to MNHIX Project Managers prior to the meeting.

Table 11 – Plan Project Initiation Session Process Steps

Method 2 – Conduct Project Initiation Session Process Flow Diagram

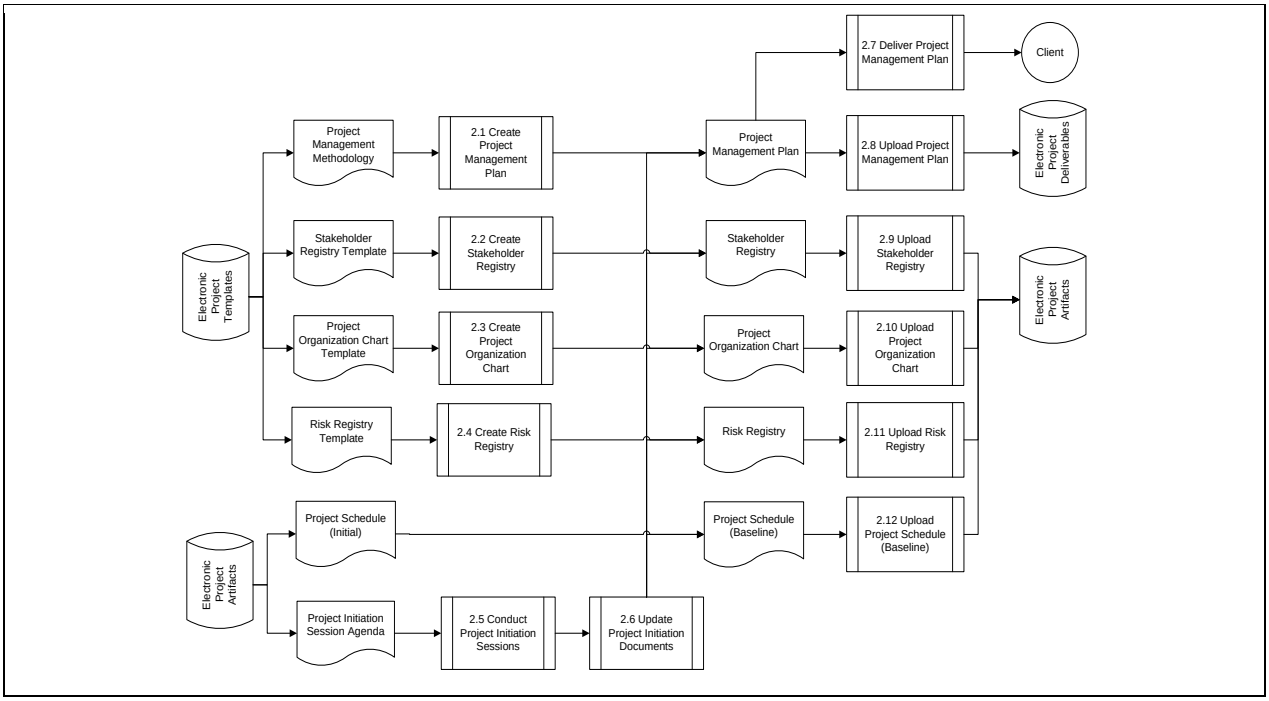

Figure 2 – Conduct Project Initiation Session Process Flow

Method 2 – Conduct Project Initiation Session Process Steps			
#	**Steps**	**Roles**	**Description**
2.1	Create Project Management Plan	Project Management Officer	The Project Management Officer creates the project specific Project Management Plan (PMP) from the Project Management Methodology (PMM).
2.2	Create Stakeholder Register	Project Management Officer	The Project Management Officer creates the Stakeholder Register from the associated template and uploads it to the Electronic Project Library.
2.3	Create Project Organization Chart	Project Management Officer	The Project Management Officer creates the Project Organization Chart and uploads it to the Electronic Project Library.
2.4	Create Risk Register	Project Management Officer	The Project Management Officer creates the Risk Register from the associated template and uploads it to the Electronic Project Library.
2.5	Conduct Project Initiation Session	Project Management Officer	Using the Project Initiation Session Agenda, the Project Management Officer conducts the session gathering the information necessary to complete all the associated project initiation documents. These documents include the much of the information that will be included in the Project Charter.
2.6	Update Project Initiation Documents	Project Management Officer	The project initiation documents are updated with the data gathered from the project initiation session. Some of the documents are used in the creation of the Project Charter.
2.7	Deliver Project Management Plan	Project Management Officer	The Project Management Plan is a deliverable and must be submitted to MNHIX once it is finalized. The submission needs to follow the procedures for Deliverable submission, detailed in the Quality Management Plan and Communications Plan.
2.8	Upload Project Management Plan	Project Management Officer	Upload the Project Management Plan to the Electronic Project Library
2.9	Upload Project Stakeholder Register	Project Management Officer	Upload the Stakeholder Register to the Electronic Project Library.
2.10	Update Project Organization Chart	Project Management Officer	Upload the Project Organization Chart to the Electronic Project Library

Method 2 – Conduct Project Initiation Session Process Steps			
#	Steps	Roles	Description
2.11	Upload Risk Register	Project Management Officer	Upload the Risk Register to the Electronic Project Library
2.12	Upload Project Schedule (Baseline)	Project Management Officer	Upload the Baseline Project Schedule to the Electronic Project Library

Table 12 – Conduct Project Initiation Session Process Steps

Method 3 – Develop Project Charter Process Flow Diagram

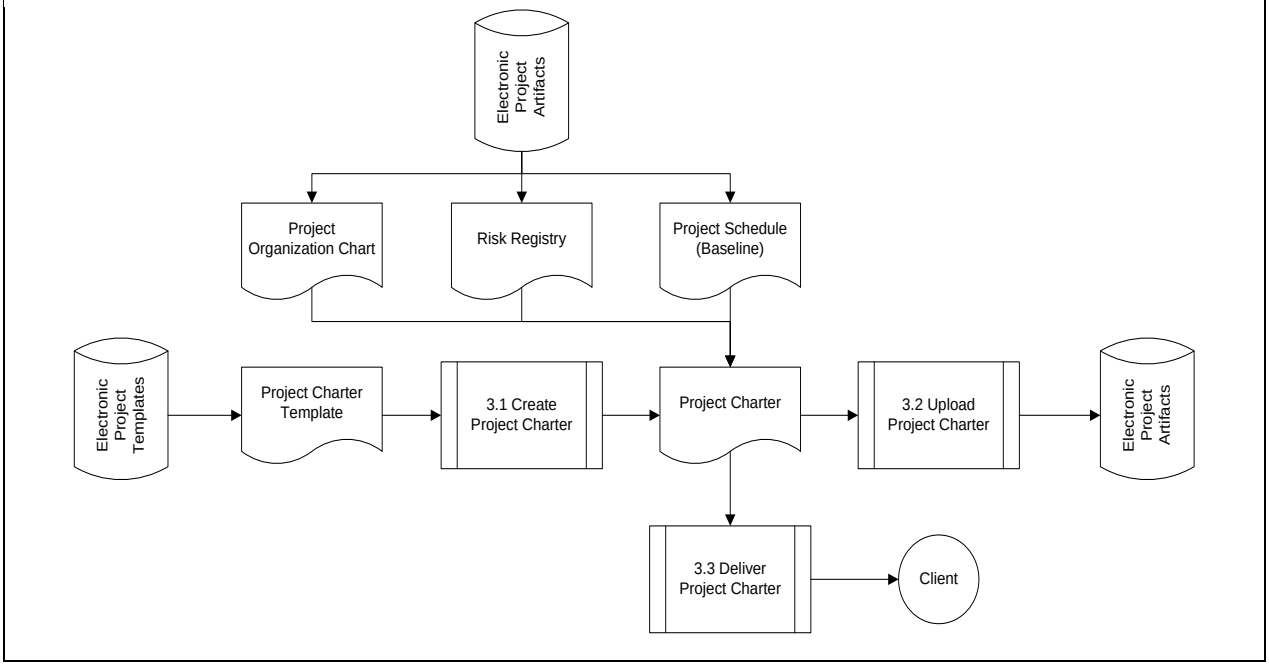

Figure 3 – Develop Project Charter Session Process Flow

Method 3 – Develop Project Charter Process Steps			
#	Steps	Roles	Description

Method 3 – Develop Project Charter Process Steps			
#	**Steps**	**Roles**	**Description**
3.1	Create Project Charter	Project Management Officer	The Project Management Officer creates the Project Charter from the associated template. This document is not a deliverable, but is made available to the State to demonstrate the outcome of the Project Initiation Session and help inform staff members about the project.
3.2	Upload Project Charter	Project Management Officer	Upload the Project Charter to the Electronic Project Library
3.3	Deliver Project Charter	Project Management Officer	The Project Charter is not a deliverable, but should be submitted to State MNHIX Project Manager once it is completed.

Table 13 – Develop Project Charter Process Steps

Method 4 – Plan Project Kickoff Session Process Flow Diagram

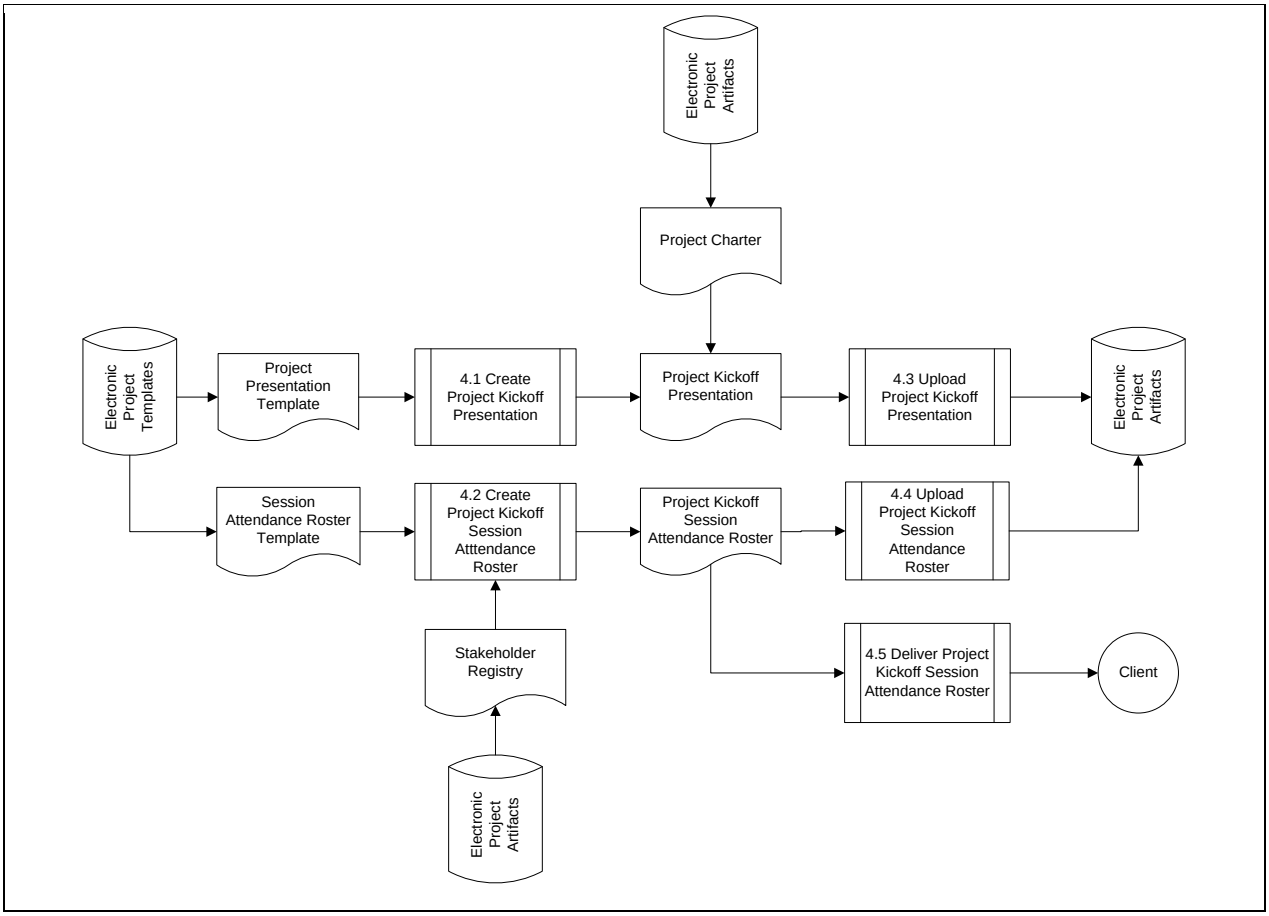

Figure 4 – Plan Project Kickoff Session Process Flow

Method 3 – Plan Project Kickoff Session Process Steps			
#	**Steps**	**Roles**	**Description**
4.1	Create Project Kickoff Presentation	Project Management Officer	The Project Management Officer creates the Project Kickoff Session Presentation from the Project Presentation Template.
4.2	Create Project Kickoff Session Attendance Roster	Project Management Officer	The Project Management Officer creates the Project Kickoff Session Attendance Roster using information from the Stakeholder Register. All stakeholders are invited to the project kickoff meeting.
4.3	Upload Project Kickoff Presentation	Project Management Officer	The Project Management Officer uploads the Project Kickoff Presentation to the Electronic Project Library
4.4	Upload Project Kickoff Session Attendance Roster	Project Management Officer	The Project Management Officer uploads the Project Kickoff Session Attendance Roster to the Electronic Project Library.
4.5	Deliver Project Kickoff Session Attendance Roster	Project Management Officer	The Project Management Officer Delivers the Project Kickoff Session Attendance Roster to State MNHIX Project Manager according to the process defined in the Communications Management Plan.

Table 14 – Plan Project Kickoff Session Process Steps

Method 5 – Conduct Project Kickoff Session Process Flow Diagram

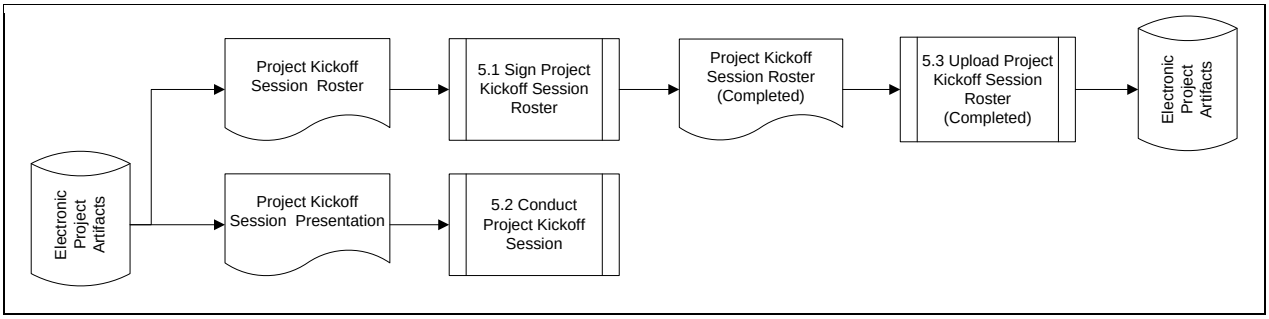

Figure 5 – Conduct Project Kickoff Session Process Flow

Method 5 – Conduct Project Kickoff Session Process Steps			
#	**Steps**	**Roles**	**Description**
5.1	Sign Project Kickoff Session Roster	All Stakeholders	All Stakeholders sign the session roster when they arrive. Signing the roster provides management with an audit trail of session attendance.
5.2	Conduct Project Kickoff Session	Project Management Officer MNHIX Project Managers MAXIMUS Project Managers	The Project Management Officer, MNHIX Project Managers, and MAXIMUS Project Managers conduct the Project Kickoff Session using the Project Kickoff Session Presentation.
5.3	Upload Project Kickoff Session Roster (Completed)	Project Management Officer	The Project Management Officer uploads the completed Project Kickoff Session Roster to the Electronic Project Library

Table 15 – Conduct Project Kickoff Session Process Steps

2.2 Perform Integrated Change Control

Perform Integrated Change Control is the process of reviewing all change requests, approving change requests and managing the implementation of approved changes.

2.2.1 Perform Integrated Change Control Inputs

Table 16 identifies the inputs to the Perform Integrated Change Control process.

Perform Integrated Change Control Inputs		
Document	**Publisher**	**Description**
Change Request Form (Completed)	Any Project Stakeholder	A completed Change Request Form is the mechanism by which any project stakeholder can request a change to project scope, processes, or deliverables. It is also the mechanism for identifying new project issues and risks.

Table 16 – Perform Integrated Change Control Inputs

2.2.2 Perform Integrated Change Control Tools

Table 17 identifies the tools used to perform integrated change control

Perform Integrated Change Control Tools	
Process	**Description**
Change Request Form Template	The Change Request Form Template is a Microsoft Word template for informing project managers of a requested change. An example of a Change Request Form is shown in Attachment F 'Change Request Form'. It also resides in the Electronic Project Library

Table 17 – Perform Integrated Change Control Tools

2.2.3 Perform Integrated Change Control Roles

Table 18 identifies roles and responsibilities of people in the Perform Integrated Change Control process.

Perform Integrated Change Control Roles		
Role	**Organization**	**Responsibilities**
Project Management Officer	MAXIMUS	The Project Management Officer is responsible for reviewing Change Request Forms, developing resolutions and approving resolutions when necessary. The Project Management Officer is the MAXIMUS Approver for change control.
IT Contract Advisory Committee Member	MNHIX	The IT Contract Advisory Committee will consist of State Managers from stakeholder agencies. The committee will review change requests, develop resolutions and make recommendations on whether or not a requested change should be approved.
State MNHIX Project Manager	MNHIX	The State MNHIX Project Manager is responsible for reviewing Change Request Forms, recommending resolutions and approving resolutions when necessary.
MNHIX Project Managers	MNHIX	The MNHIX Project Managers are responsible for assisting in change resolution implementation.
Project Stakeholder	Any	Project Stakeholders are responsible for completing Change Request Forms when they wish to present an issue, risk, or change to project processes, deliverables, requirements, the system or other project outputs.

Table 18 – Perform Integrated Change Control Roles

2.2.4 Perform Integrated Change Control Techniques

Table 19 identifies techniques used for performing integrated change control.

Perform Integrated Change Control Techniques	
Technique	**Description**
Expert Judgment	Expert judgment in this context refers to expertise in project management. MAXIMUS Project Managers are typically certified Project Management Professionals (PMP) which qualifies them to provide expert judgment on how to conduct project activities.

Table 19 – Perform Integrated Change Control Techniques

2.2.5 Perform Integrated Change Control Outputs

Table 20 identifies the outputs of the Perform Integrated Change Control process.

Perform Integrated Change Control Outputs	
Output	**Description**
Change Request Form (Resolved)	A resolved Change Request Form is the mechanism by which project management specifies the resolution to the request and approves work to be completed. An approved change request can result in the modification of virtually any project deliverable, artifact, or the exchange system itself.

Table 20 – Perform Integrated Change Control Outputs

2.2.6 Perform Integrated Change Control Methods

This section describes the method workflow for conducting the Perform Integrated Change Control activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Perform Integrated Change Control Methods		
#	Method	Description
1	Resolve Change Request	Resolving a Change Request Form is the process of receiving a change request, developing a resolution, approving the resolution and implementing the resolution.

Table 21 – Perform Integrated Change Control Methods

Method 1 – Resolve Change Request Process Flow Diagram

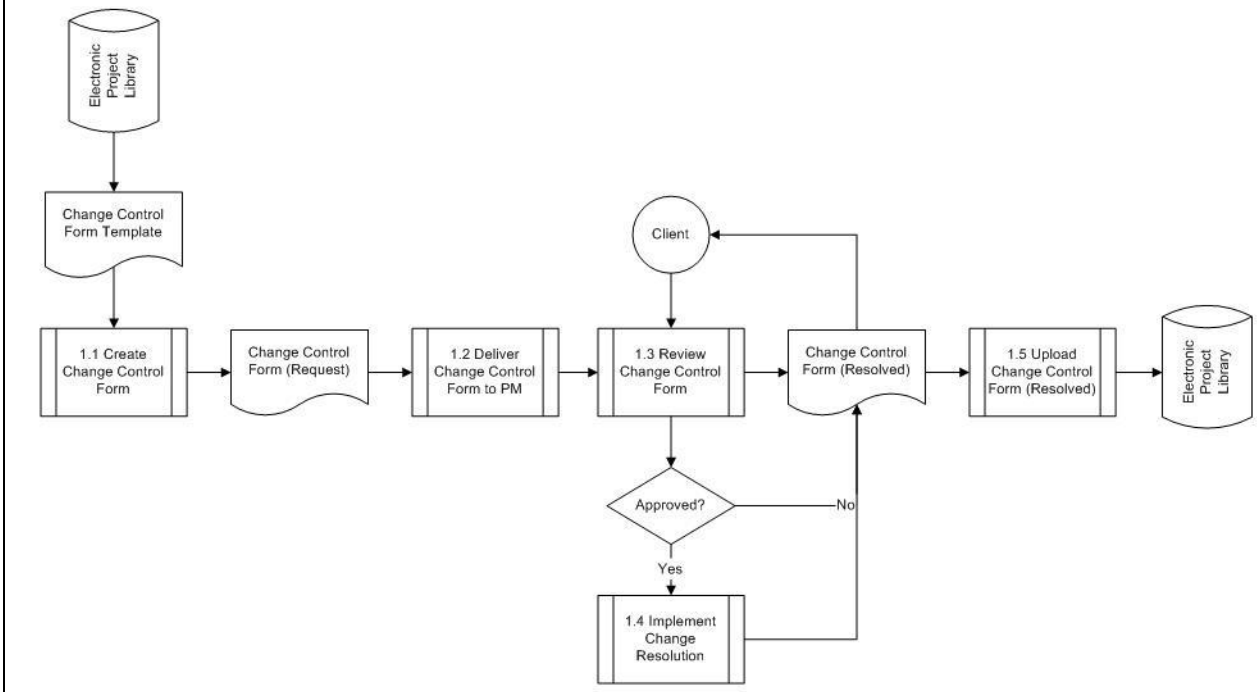

Figure 6 – Resolve Change Request Process Flow

Method 1 – Resolve Change Request			
#	Steps	Roles	Description
1.1	Create Change Request Form	Any Project Stakeholder	A Project Stakeholder creates a Change Request Form from the Change Request Form Template in Electronic Project Library. The Stakeholder completes the following items: • Topics – Check all topics that apply to the request • Priority – The relative priority of the request (High, Medium, Low) • Request – Provide a detailed description of the request • Date Submitted – Enter the date the request is submitted to the Project Management Officer

Method 1 – Resolve Change Request			
#	**Steps**	**Roles**	**Description**
1.2	Deliver Change Request Form to Project Management Officer	Any Project Stakeholder	The Project Stakeholder submits the Change Request Form to the Project Manager electronically via email attachment. Change request forms should be submitted to: MNHIX@MAXIMUS.maxinc.com Electronic submission is the preferred method; however hand written requests will also be accepted.
1.3	Review Change Request Form	Project Management Officer Change Control Board Member MNHIX Approver	The Project Management Officer reviews the Change Request Form, presents the request to the IT Contract Advisory Committee, and works with Project Managers and Directors to construct as resolution. The Project Management Officer completes the following items: • Resolution – Provides a detailed description of the resolution to the requested change • Date Resolved – Enter the date the resolution is written • Approved – Check if the resolution is approved • Approval Date – Check the date the resolution is approved • MAXIMUS Approver Signature – The signature of the Project Management Officer • MNHIX Approver Signature – The signature of the MNHIX State Project Manager • Tracking #: A tracking number assigned by the PMO The Project Management Officer writes the resolution after conferring with the IT Contract Advisory Committee, Project Managers and project staff members.
1.4	Implement Change Resolution	MAXIMUS Project Managers MNHIX Project Managers	The MAXIMUS Project Managers and possibly MNHIX Project Managers, implement the approved change resolution. The resolution may involve modifying project artifacts, deliverables, processes, events, requirements or the system itself.
1.5	Upload Change Request Form (Resolved)	Project Management Officer	The Project Management Officer scans a copy of the resolved Change Request Form and uploads it to Electronic Project Library

Table 22 – Complete Change Request Process Steps

3 Project Scope Management

Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project. The PMBOK describes the processes required for scope management as shown in Process and Description columns of Table 23.

Project Scope Management Processes		
Process	**Description**	**Implementation**
Collect Requirements	The process of defining and documenting stakeholders' needs to meet the project objectives.	The project, business, and technical product requirements are defined in other project documents such as the RFP, the Proposal and the Contract and Exhibits. In addition MAXIMUS conducts the Business Architecture Sessions to validate, refine, and approve requirements. The artifacts from the Business Architecture sessions include the Business Transaction Inventory, Business Process Models, End-to-End Transaction Mappings and the Requirements Traceability Matrix. All of these documents define the requirements for the system. For written deliverable, the Deliverable Definition Document identifies the requirements for the associated deliverable document. See chapter 5 – Project Quality Management.
Define Scope	The process of developing a detailed description of the project and products.	The detailed description of the project and product is also accomplished in other documents such as the RFP, the Proposal, the Contract and the Business Architecture Documentation. The Project Quality Management process also helps to clarify the scope of project products, see chapter 5 – Project Quality Management.
Create WBS	The process of subdividing project deliverables and project work into smaller, more manageable components.	The WBS is based on deliverables and work products requested in Contract and Exhibits. The high-level WBS is included below and is reflected in the Project Schedule.
Verify Scope	The process of formalizing acceptance of the completed project deliverables.	The process for formally accepting written project deliverables is defined in chapter 5 – Project Quality Management. The process for accepting software deliverables will be defined in Testing Plan that will be completed later in the project.
Control Scope	The process of monitoring the status of the project and product scope and managing changes to the scope baseline.	Project and product scope is controlled through various mechanisms. For example, maintaining the Project Schedule is one method of controlling the project scope. Essentially, project staff should only be working on activities that are defined in the Project Schedule or other project documents, such as the Gap Analysis, Solution Planning Document, and the Testing Plan. Another method of controlling scope is using the Perform Integrated Change Control process defined in chapter 2 – Project Integration Management. Ultimately, controlling the project scope is the byproduct of diligently monitoring project activities to ensure that work that is not defined and/or not specified in project documents like the Contract is not being performed by project staff members.

Table 23 – Scope Management Processes

3.1 Create WBS

The Project Work Breakdown Structure (WBS) subdivides project work into smaller, more manageable components. The WBS is a "deliverable-oriented hierarchical decomposition of the work to be executed" in order to meet requirements and complete project work. The WBS and the WBS Dictionary are the scope baseline for the project. This scope baseline is monitored, verified and controlled throughout the life

of the project. The WBS is shown in Figure 7. A definition for each item in the WBS is explained in the WBS Dictionary in Table 24.

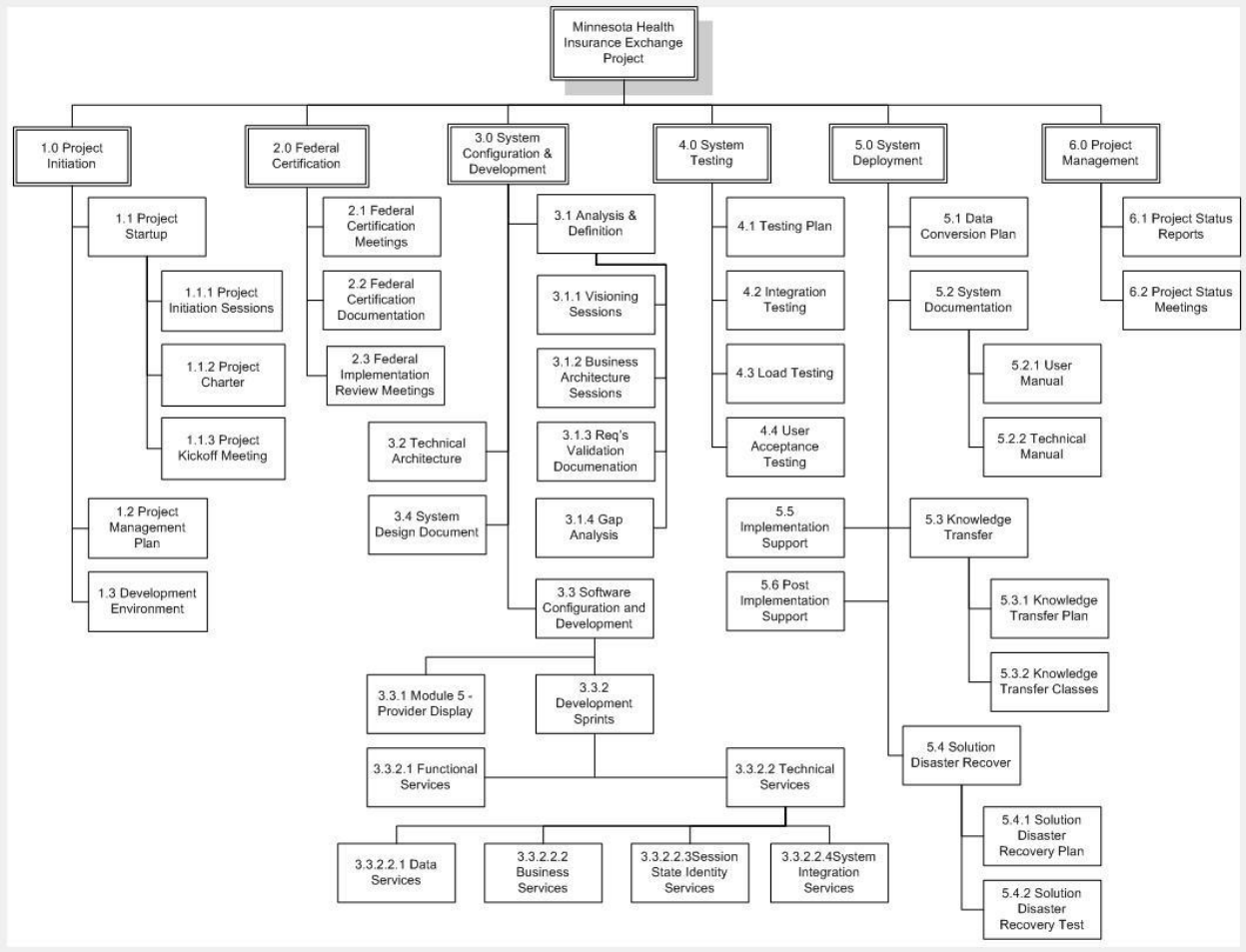

Figure 7 – Project Work Breakdown Structure

WBS Dictionary		
ID	**Component Name**	**Description**
1.0	Project Initiation	Project Initiation is a work package that includes activities that are undertaken to start the project and are necessary for the project to move forward.
1.1	Project Start Up	Project Start Up is a work package that includes activities undertaken very early in the project to make important managerial decisions and orient stakeholders.
1.1.1	Project Initiation Sessions	Project Initiation Sessions are a series of meetings in which project managers discuss and finalize project scope, schedule and management processes and procedures.
1.1.2	Project Charter	The Project Charter is an informative and educational tool for project and client staff, and provides a baseline against which future project developments can be measured.
1.1.3	Project Kickoff Meeting	The Project Kickoff Meeting is a meeting with project stakeholders to review the project scope and other important project information.

WBS Dictionary		
ID	**Component Name**	**Description**
1.2	Project Management Plan	The Project Management Plan is a written deliverable that defines the management processes that will be used to govern the project. It also includes the baseline Project Schedule created from the proposed Project Schedule and/or modifications based on management review during Project Initiation.
1.3	Development Environment	The Development Environment is a series of activities required to assist in the implement the physical hardware and networking environment, and install the required software on the hardware in order to begin System Configuration activities.
2.0	Federal Certification	Federal Certification is a work package that includes activities related to participating in meetings with State and Federal agencies and producing document required for certification of the system by the federal governing agencies.
2.1	Federal Certification Meetings	Federal Certification Meetings are events attended by project staff, State and Federal agencies, which are necessary in order to certify and review the implementation of the system.
2.2	Federal Certification Documentation	Federal Certification Documentation is written materials required by Federal governing agencies required in order to certify the system according to Federal regulations.
2.3	Federal Implementation Review Meetings	Federal Implementation Review Meetings are events attended by project staff, State and Federal agencies, which are necessary in order to review the system prior to implementation.
3.0	System Configuration & Development	System Configuration & Development is a work package that includes all software analysis, design, development, and configuration activities on the project.
3.1	Analysis & Definition	Analysis & Definition is a work package that includes activities related to project visioning, validating requirements, designing business processes, reviewing system capabilities, and determining and documenting the software modifications that are necessary to meet the requirements and integrate the software products.
3.1.1	Visioning Sessions	Sessions are a work events attended by State executives and managers in order to develop a vision for the exchange and the project.
3.1.2	Business Architecture Sessions	Business Architecture Sessions is a work package that includes facilitated sessions attended by project staff and client stakeholders to discuss and clarify requirements and review and modify process models within the Exchange. In these meetings, participants will review and modify the Business Transaction Inventory (BTI), identify System Performers, review and modify the Business Process Models, and validate and/or modify business requirements and rules.
3.1.3	Requirements Validation Documentation	Requirement Validation Documentation is a set of deliverable documents used by the project staff to validate and clarify requirements, trace requirements, define business rules, and design the business processes conducted through the system. It consists of the: • Business Transaction Inventory • Business Process Models • End-to-End Business Transaction Mappings • Requirements Traceability Matrix • Business Rules Documentation • Integrated Use Cases

WBS Dictionary		
ID	**Component Name**	**Description**
3.1.4	Gap Analysis	The Gap Analysis is the deliverable document that describes whether or not the requirements identified in the Business Architecture Sessions and the Requirements Validation Documentation can be satisfied by the standard functionality of solution software or whether the software will require modification in order to meet the requirements.
3.2	Technical Architecture	Technical Architecture is a set of activities to assist the State in planning and establishing the hardware and networking infrastructure for the system. In addition, these activities assist the state in determining the server software and solution support software.
3.3	Software Configuration and Development	Software Configuration and Development is a work package that includes all the tasks required to analyze, design, and construct the exchange software. This includes the configuration of the Commercial-Off-The-Shelf (COTS) software, modification of the COTS software, and the development and implementation of software required for system integration.
3.3.1	Module 5 – Provider Display	Module 5 – Provider Display is a work package specifically created for that part of the exchange solution. A special work package for this functionality is required because it has an early implementation date and cannot be addressed in the same timeframe as the other project configuration and development activities.
3.3.2	Development Sprints	Development Sprints is a work package for configuring and modifying the COTS products and Technical Services within the solution.
3.3.2.1	Functional Services	Functional Services is a work package for configuring and modifying the COTS products. Functional Services are related to providing the business functionality of the Exchange.
3.3.2.2	Technical Services	Technical Service Development is a work package for developing the additional software required to provide necessary technical services, integrate the internal system components, as well as integrating the Exchange with external systems.
3.3.2.2.1	Data Services	Data Services is a work package that includes the work necessary to create data service components in support of system integration. This package includes the Master Data Management services.
3.3.2.2.2	Business Services	Business Services is a work package that includes the work necessary to create business service components in support of system integration.
3.3.2.2.3	Session State Identity Services	Session State Identity Services is a work package that includes the work necessary to create service components necessary for identity management and session state.
3.3.2.2.4	System Integration Services	System Integration Services is a work package that includes the work necessary to create components that integrate the solution software with external systems.
4.0	System Testing	System Testing is a work package that includes Integration Testing, Load Testing and User Acceptance Testing conducted or supported by project staff.
4.1	Testing Plan	The Testing Plan describes the methodology and processes used to perform Integration Testing, Load Testing, and User Acceptance Testing. Integration Testing ensures that all system features, including modifications function according to the requirements. Load testing is testing related to system performance. User Acceptance Testing consists of conducting test cases defined by the State.
4.2	Integration Testing	Integration Testing is a work package that includes conducting the integration tests according to the Testing Plan, correcting any discovered defects, and documenting the results.

WBS Dictionary		
ID	**Component Name**	**Description**
4.3	Load Testing	Load Testing is a work package that includes conducting load tests according to the Testing Plan, correcting any discovered defects, and documenting the test results.
4.4	User Acceptance Testing	User Acceptance Testing is a work package that includes conducting the user acceptance tests according to the Testing Plan, correcting any discovered defects, and documenting the test results.
5.0	System Deployment	System Deployment is a work package that includes activities that are necessary to implement the system, document the system, and train people to use the system. The activities are necessary to transition from a system implementation phase to a system operations phase.
5.1	Data Conversion Plan	The Data Conversion Plan describes the plan for converting data from existing State systems into the structures and formats necessary to load the data in to the Exchange.
5.2	System Documentation	System Documentation is a work package that includes the generation of both user documentation and technical documentation.
5.2.1	User Manual	The User Manual is the deliverable document that instructs system end users how to use the system.
5.2.2	Technical Manual	The Technical Manual is the deliverable document that instructs system administrators and technical users how to maintain and/or configure the system.
5.3	Knowledge Transfer	Knowledge Transfer is a work package that includes activities for teaching state personnel how to operate and maintain the system.
5.3.1	Knowledge Transfer Plan	The Knowledge Transfer Plan describes the methodology and processes used to train state staff to operate and maintain the system.
5.3.2	Knowledge Transfer Classes	Knowledge Transfer Classes are the classroom training classes conducted according to the Knowledge Transfer Plan.
5.4	Solution Disaster Recovery	Solution Disaster Recovery is a work package that includes activities to plan, document and test the Solution Disaster Recovery Plan.
5.4.1	Solution Disaster Recovery Plan	The Solution Disaster Recovery Plan describes the methodology and processes used to restore the system in the case of a catastrophic software failure which makes the system unusable.
5.4.2	Solution Disaster Recovery Test	The Solution Disaster Recovery Test a work package that includes conducting the solution disaster recovery test according to the Solution Disaster Recovery Test Plan, correcting any discovered defects, and documenting the results.
5.5	Implementation Support	Implementation support includes activities related to scheduling and monitoring implementation events, and report event status to the client.
5.6	Post Implementation Support	The Post Implementation Support work package includes activities that take place in 4 weeks after to Go Live date of 9/27/2013. The Contract defines the outputs during this period as “Implementation Status Reports”.
6.0	Project Management	Project Management is a work package that includes project management activities.
6.1	Project Status Reports	Project Status Reports is the activities related to producing the weekly Project Status Report.

WBS Dictionary		
ID	**Component Name**	**Description**
6.2	Project Status Meetings	Project Status Meetings is the activities related to preparing for and conducting the weekly Project Status Meeting.

Table 24 – WBS Dictionary

4 Project Cost Management

According to PMBOK, Project Cost Management includes the processes involved in estimating, budgeting, and controlling costs so that the project can be completed within the approved budget. Figure 8 describe these cost management processes.

Estimate Costs—The process of developing an approximation of the monetary resources needed to complete project activities.

Determine Budget—The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.

Control Costs—The process of monitoring the status of the project to update the project budget and managing changes to the cost baseline.

Figure 8 – PMBOK Cost Management Processes

Since the MNHIX is being performed on a fixed-price basis, these typical PMBOK cost management processes are for the most part not applicable, at least in the context of this project management plan. MAXIMUS has already estimated the costs and determined a budget, and the outcomes of that process are reflected in the project contract. Specifically, in Exhibit C of the contract which spells out the payment schedule associated with certain deliverables and events. Payments will be made according to that schedule as MAXIMUS completes the associated deliverables and gains State approval of them. The dates associated with specific deliverables in the Exhibit are therefore estimates as to when MAXIMUS will complete the associated deliverable and gain the State's approval of them.

This does not mean that MAXIMUS's participation in the project does not impact the variable costs of the project for the State. For example, the State has agreed to provide facilities and equipment to MAXIMUS in order to complete the work on the project. Therefore, the number of staff member's onsite can impact the cost the State incurs to provide such resources. However, those variable costs are being managed by the State. Because of this dependency, MAXIMUS is required to provide a staffing estimate for the project, and has delivered this estimate to the State with this plan. MAXIMUS will maintain the staffing estimate throughout the life of the project, and this process is described in Chapter 7 – Project Human Resources Management.

The other area in which MAXIMUS can influence or impact the State's project cost is in the area of Change Orders. The processing of Change Requests, as described in Chapter 2 – Project Integration Management, may result in a change in project scope and cost. As part of that process, MAXIMUS will is obligated to provide a cost estimate for the change prior to the approval of the change request. More information on this process is spelled out in the Table 1 – PMP Requirements, Deliverables and Standards.

5 Project Time Management

Project Time Management includes the processes required to manage the timely completion of the project. Essentially, it is the process of creating, maintaining and controlling the project schedule. The baseline Project Schedule is delivered with the initial submission of this plan.

This Project Management Plan does not describe each of the Project Time Management processes in the PMBOK. All of the PMBOK Time Management process are well know techniques for developing a Project Schedule and are supported in the Project Scheduling tool used for this project – Microsoft Project. Those processes are described in Figure 9 – PMBOX Time Management Processes. MAXIMUS applies the applicable processes and techniques described in these PMBOK processes to create and maintain the Project Schedule throughout the project lifecycle. The single process described in this section – Maintain Project Schedule, incorporates the necessary processes to develop, maintain and control the schedule.

Define Activities—The process of identifying the specific actions to be performed to produce the project deliverables.

Sequence Activities—The process of identifying and documenting relationships among the project activities.

Estimate Activity Resources—The process of estimating the type and quantities of material, people, equipment, or supplies required to perform each activity.

Estimate Activity Durations—The process of approximating the number of work periods needed to complete individual activities with estimated resources.

Develop Schedule—The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule.

Control Schedule—The process of monitoring the status of the project to update project progress and managing changes to the schedule baseline.

Figure 9 – PMBOK Time Management Processes

Project Time Management Processes	
Process	**Description**
Maintain Project Schedule	The process of defining project activities, sequencing activities, estimating durations and resource requirements, and considering scheduling constraints to create the project schedule. It also includes activities related to monitoring the status of the project to update project progress and managing changes to the schedule baseline.

Table 25 – Project Time Management Processes

5.1 Maintain Project Schedule

Maintaining the project schedule is the process of defining project activities, sequencing activities, estimating durations and resource requirements, and considering scheduling constraints to create the project schedule. It also includes activities related to monitoring the status of the project to update project progress and managing changes to the schedule baseline.

5.1.1 Maintain Project Schedule Inputs

Table 26 identifies the inputs to the Maintain Project Schedule process.

Maintain Project Schedule Inputs		
Document	**Publisher**	**Description**
Project Schedule (Baseline)	Project Management Officer	The baseline Project Schedule is an output of the Conduct Project Initiation process. The baseline Project Schedule is the result of reviewing information from project documents such as the RFP, the Contract and Exhibits, and the project initiation sessions. From that point forward the Project Schedule is updated each week as necessary as the result of progress, Project Status Meetings, and Change Request Forms. All versions of the Project Schedule are maintained in Microsoft Project.
Change Request Form	Any Project Stakeholder	The catalyst for a change to the Project Schedule may be a Change Request Form which has been approved and in some way impacts the Project Schedule. An approved change may require new activities to be added, due dates for tasks to be modified, or task to be removed.
Project Status Meetings	N/A	Input from Project Status Meetings, either internal project status meetings conducted by MAXIMUS or the Project Status Meeting with the State may result in changes being made to the project schedule.
Written Deliverables (Approved)	MAXIMUS	Once a written deliverable is approved by the State, MAXIMUS uses that information to update the Project Schedule.

Table 26 – Maintain Project Schedule Inputs

5.1.2 Maintain Project Schedule Tools

Table 27 identifies the tools used to maintain the project schedule.

Maintain Project Schedule Tools	
Tool	**Description**
Scheduling Tool	MNHIX project schedule will be developed and maintained in Microsoft Project 2007.

Table 27 – Maintain Project Schedule Tools

5.1.3 Maintain Project Schedule Roles

Table 28 identifies roles and responsibilities of people in the Maintain Project Schedule process.

Maintain Project Schedule Roles		
Role	**Organization**	**Responsibilities**
Project Management Officer	MAXIMUS	The Project Management Officer is responsible for developing the baseline Project Schedule and maintaining the schedule throughout the life of the project. The Project Management Officer maintains the Project Schedule based on his own knowledge, as well as progress reports from other MAXIMUS Project Managers, MNHIX Project Managers, or the approval of project deliverables.
MAXIMUS Project Managers	MAXIMUS	Project Managers from MAXIMUS partners are responsible for providing input when defining new tasks and updates to the progress of task in which they are involved. These updates are requested of the Project Managers on a weekly basis.
MNHIX Project Managers	MNHIX	MAXIMUS's Project Schedule contains some tasks that are completed by the State. Most often, these tasks are part of an agreed upon process for completing work, and thus some MAXIMUS tasks become dependent on the completion of State tasks. An example of this dependency is when MAXIMUS relies on the State to complete the review of a written deliverable, and the return of comments to MAXIMUS, in order for MAXIMUS to be able to revise the document and submit it to the State for the final approval.

Table 28 – Maintain Project Schedule Roles

5.1.4 Maintain Project Schedule Techniques

Table 29 identifies techniques used for maintaining the project schedule.

Project Time Management Techniques	
Technique	**Description**
Critical Path Method	The Critical Path Method calculates the theoretical early start and finish dates and the late start and finish dates, for all activities on the schedule. From those dates the total float of each activity is calculated. The Critical Path Method identifies the path of activities that have a zero or negative total float. To ensure the project is not delayed, critical path activities must begin and end on time.

Table 29 – Maintain Project Schedule Techniques

5.1.5 Maintain Project Schedule Outputs

Table 30 identifies the outputs of the Maintain Project Schedule process.

Project Time Management Outputs	
Output	**Description**
Project Schedule (Updated)	The Project Schedule is updated each week to show approved changes along with progress to date. The schedule file is stored in the Electronic Project Library and a summary is included in the Project Status Report

Table 30 – Maintain Project Schedule Outputs

5.1.6 Maintain Project Schedule Methods

This section describes the method workflow for conducting Maintain Project Schedule activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Maintain Project Schedule Methods		
#	**Method**	**Description**
1	Maintain Project Schedule	Maintaining the Project Schedule is the process of updating the schedule based on the certain project events, such as submitting project deliverables, as well as activity updates from MAXIMUS and MNHIX Project Managers and approved Change Request Forms.

Table 31 – Maintain Project Schedule Methods

Method 1 – Maintain Project Schedule Process Flow Diagram

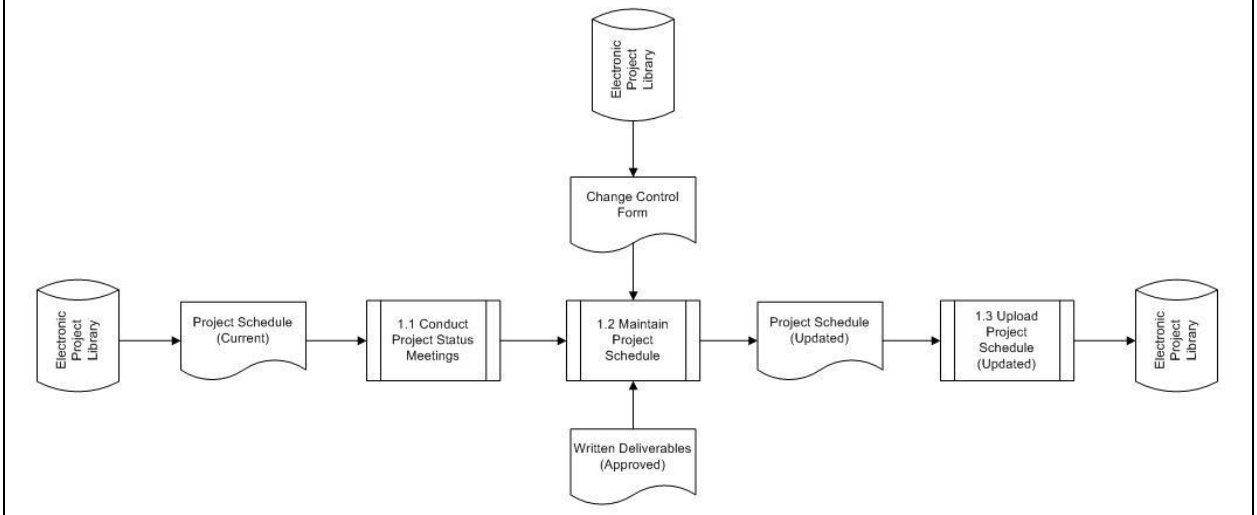

Figure 10 – Maintain Project Schedule Process Flow

Method 1 – Maintain Project Schedule Process Steps			
#	**Steps**	**Roles**	**Description**
1.1	Conduct Project Status Meetings	Project Management Officer MAXIMUS Project Managers MNHIX Project Managers	The Project Management Officer meets with MAXIMUS and MNHIX Project Managers during status meetings and obtains updates as to the progress of activities in the Project Schedule.
1.2	Maintain Project Schedule	Project Management Officer	The Project Management Officer updates the project schedule on a weekly basis based on activity updates obtained from MAXIMUS and MNHIX Project Managers and approved changes from the Integrated Change Control process that impact the Project Schedule. The approval of written deliverables by the State is another source of information that will impact the Project Schedule. A summary of the updated Project Schedule, which shows project progress is included in the Project Status Report
1.3	Upload the Project Schedule	Project Management Officer	The Project Management Officer uploads the updated Project Schedule into Electronic Project Library.

Table 32 – Maintain Project Schedule Process Steps

6 Project Quality Management

Project Quality Management includes the processes and activities for determining quality policies, objectives and responsibilities to ensure project deliverables or other work products satisfy project requirements. Ultimately, the quality of any product is determined by customer satisfaction. A quality product is one that meets the customer's needs and requirements, and thus creates customer satisfaction. Therefore, the guiding principle of managing quality on this project is the process of identifying the needs and requirements of the State for each work product, and then delivering a product that satisfies those needs and requirements.

MAXIMUS has a standard methodology it engages to help ensure quality, regardless of the type of product being produced. This methodology is described in Table 33, demonstrated throughout the processes described in this document and reflected in the Project Schedule.

MAXIMUS Quality Management Methodology	
Process	**Description**
Identify Requirements	MAXIMUS identifies the requirements for the product. This is most often done by reviewing project documentation such as the RFP, Proposal and Contract. However, requirements may also come from standards or regulations referred to in these other documents. For example, a requirement for this document is that the project management activities be based on PMBOK, and thus it presents a project management methodology based on that standard. Essentially, this process is the same as the Collect Requirements process described in Chapter 3 – Project Scope Management.
Conduct Planning Meeting	MAXIMUS conducts a planning meeting for the product with the State. During this meeting, the State and MAXIMUS review the requirements for the product and may even develop new requirements for the product. The purpose of conducting the planning meeting is to collect any additional requirements, define the scope of the product, and manage stakeholder expectations about the product. Thus, it assists in Project Scope Management and Project Communications Management.
Document Product Content	MAXIMUS documents its understanding of the requirements and its expectations for the content of the product. In this project, this process is evidenced by the production of Deliverable Definition Documents for written deliverables and the Solution Planning Document for the software development activities. Deliverable Definition Documents clearly outline the future content of a written deliverable and the Solution Planning Document describes the expected development work that will be completed within the associated sprint timeframe.
Produce Product	This process represents the work that MAXIMUS engages in to produce the product.
Perform Quality Assurance	MAXIMUS performs quality assurance on each product it produces. For written deliverables this includes a review by MAXIMUS project staff members, or other MAXIMUS personnel, in order to identify deficiencies in the product before the draft is delivered the State for review. During the review of a written deliverable, the reviewer ensures that the deliverable contains the expected contents of the deliverable as defined in the Deliverable Definition Document. In addition, the reviewer ensures that content is well written and free of other errors. For software deliverables, there are a number of tasks written into the Project Schedule that help determine the progress being made, evaluate the efficiency of the development process and ensure the products are free from errors. This includes the unit testing tasks, code review tasks, sprint review meetings and retrospectives.
Correct Product Deficiencies	As a result of the Perform Quality Assurance process, MAXIMUS modifies the product to correct any discovered deficiencies. For written deliverables, correcting deficiencies is done after both the internal quality assurance review prior to the deliverable of the draft deliverable, and during the revision period after the State returns comments to MAXIMUS, and prior to the final submission of the written deliverable. This process is documented later in this chapter. For software deliverables, product deficiencies are corrected through the number of testing processes defined in the contract and project schedule. In addition to unit test activities conducted by the software product development teams, there are three additional sets of test that a planned to occur – Integration Tests, Load Tests, and User Acceptance Tests. During each of these testing processes, deficiencies may be discovered and then corrected in order to ensure the quality of the exchange solution prior to system implementation.

MAXIMUS Quality Management Methodology	
Process	**Description**
Deliver Product	Once a product is determined to be free of major defects, it is delivered to the State for approval. Some approved written deliverables will then be used to guide future project activities. Other approved written deliverables, such as the User Manual, Technical Manual, and System Design Document will be used to educate State staff members about the system. The system, of course will be used to administer the Minnesota Health Insurance Exchange program.

Table 33 – MAXIMUS Standard Quality Management Process Steps

Since software quality is managed by understanding the software requirements defined in the Contract and Exhibits, conducting the Business Architecture sessions to validate requirements, performing the Gap Analysis, constructing the software to meet the requirements, and verifying that requirements are satisfied through the testing process, MAXIMUS intends to document how each of these steps help to ensure software quality in each of the associated documents. These related documents are the:

- Project Management Plan – This document defines the quality management processes for project management activities.
- Requirement Validation Documentation – The Requirements Validation Documentation describes how requirements are collected, validated and documented in order to provide input into the software configuration and development processes.
- Gap Analysis – The Gap Analysis describes how the software must be modified in order to meet the requirements, and thus provides direct input into system configuration and development activities, as well as the testing processes.
- Testing Plan – The Testing plan defines quality management process for software development products.
- Knowledge Transfer Plan – The Knowledge Transfer Plan defines quality management processes for training activities.
- Solution Disaster Recovery Plan – The Solution Disaster Recovery Plan defines the quality management processes for solution disaster recovery activities.

Since these other documents identify the quality management processes for the associated deliverable, the remainder of this section concentrates on defining the quality management processes for written deliverables.

Table 34 identifies the quality management processes for the project with regards to written deliverables.

Project Quality Management Processes	
Process	**Description**
Plan Deliverable Document Quality	The process of identifying quality requirements and/or standards for written deliverables and documenting how the project will demonstrate compliance.
Perform Deliverable Document Quality Assurance	The process of auditing the quality requirements and the results from the quality control measurements to ensure the product s meet the quality standards.
Perform Deliverable Document Quality Control	The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

Table 34 – Project Quality Management Processes

6.1 Plan Deliverable Document Quality

Planning deliverable document quality is the process of identifying requirements and/or standards for the written deliverables and documenting how the project will demonstrate compliance.

6.1.1 Plan Deliverable Document Quality Inputs

Table 35 identifies the inputs to the Plan Deliverable Document Quality process.

Plan Deliverable Quality Inputs		
Document	**Publisher**	**Description**
REQUEST FOR PROPOSALS (RFP) Minnesota Department of Commerce Health Benefit Exchange Technical Infrastructure Prototypes	State of Minnesota	The Request for Proposal issued by Minnesota that governed the procurement process and provides insight into the project requirements
Stage One response for fully functioning Health Benefit Exchange Technical Infrastructure Prototypes July 20th, 2012	MAXIMUS	MAXIMUS's response to the State's RFP that describes how MAXIMUS will provide the software and services to meet the requirements.
State of Minnesota Professional and Technical Services Contract and Exhibits	State of Minnesota	The Contract between the State of Minnesota through Commissioner of Commerce ('State') and MAXIMUS to implement the MNHIX.

Table 35 – Plan Deliverable Document Quality Inputs

6.1.2 Plan Deliverable Document Quality Tools

Table 36 identifies the tools used for planning deliverable document quality.

Plan Deliverable Document Quality Tools	
Tool	**Description**
Deliverable Definition Document Template	The Deliverable Definition Document (DDD) Template is a Microsoft Word template used for creating a Deliverable Definition Document. Deliverable Definition Documents are used to plan written deliverable content prior to deliverable development and construction. The template includes the following sections: • High Level Description – Explains why the document is being created and the information it will contain. Essentially this section summarizes the requirements as defined in the RFP, Proposal, Contract or other document. • Detailed Description or Table of Contents – Provides an outline of the deliverable. Essentially, the Table of Contents in the actual deliverable should closely match this outline. This section not only identifies the chapters and sections for a written deliverable, but also describes the content of each section. Essentially, it lists the detailed requirements for the associated document section. • Deliverable Requirement or Standards – List any requirements or standards for the document that were specified in the RFP, Proposal, Contact or Exhibits. • Deliverable Submission, Review and Approval ○ Deliverable Submission Schedule – Lists the submission, review and approval dates for the associated deliverable as they appear in the current baseline schedule. Including this section clarifies when the written deliverable will be submitted for review. ○ Deliverable Document Length – Estimates the number of pages in the associated written deliverable document. The estimate is included to help the State gauge the number of resources that will be required to review the document in the 10 day review period. ○ Deliverable Reviewers – Identifies the people that will be reviewing the document and providing comments. This section is included to help understand the audience for the associated deliverable, and plan for responses and comments. ○ Deliverable Acceptance Criteria – States that the DDD defines the detailed requirements for the associated deliverable, and thus defines the acceptance criteria for the deliverable.

Plan Deliverable Document Quality Tools	
Tool	**Description**
	○ Deliverable Approvers – Identifies the people that will approve the deliverable. This information is used during the approval process. ○ Agreement to the Deliverable Definition – Contains the signature a MNHIX Project Manager and the MAXIMUS Project Manager, showing that both parties agreed the DDD adequately and accurately defines the future content of the associated deliverable. An example of a Deliverable Definition Document is shown in Attachment G 'Deliverable Definition Document'. It also resides in the Electronic Project Library
Deliverable Document Template	The Deliverable Document Template is a Microsoft Word template used to create all project deliverable documents. Having a single template for creating deliverables helps ensure that documents will have a similar look, feel and format. An example of a Deliverable Document is shown in Attachment H 'Deliverable Document'. It also resides in the Electronic Project Library.

Table 36 – Plan Deliverable Document Quality Tools

6.1.3 Plan Deliverable Document Quality Roles

Table 37 describes the responsibilities of people in specific project roles during the Plan Deliverable Document Quality process.

Plan Deliverable Document Quality Roles		
Role	**Organization**	**Responsibilities**
MAXIMUS Project Managers	MAXIMUS	MAXIMUS Project Managers are responsible for writing Deliverable Definition Documents and attending deliverable planning meetings with MNHIX Project Managers and Staff Members.
MAXIMUS Staff Members	MAXIMUS	MAXIMUS Staff Members are responsible for writing Deliverable Definition Documents and attending deliverable planning meetings with MNHIX Project Managers and Staff Members.
Project Management Officer	MAXIMUS	The Project Management Officer is responsible for writing Deliverable Definition Documents and attending deliverable planning meetings with MNHIX Project Managers and Staff Members.
MNHIX Project Managers	MNHIX	MNHIX Project Managers are responsible for attending deliverable planning meetings and reviewing Deliverable Definition Documents and providing feedback.
MNHIX Staff Members	MNHIX	MNHIX Staff Members are responsible for attending deliverable planning meetings and reviewing Deliverable Definition Documents and providing feedback.

Table 37 – Plan Deliverable Document Quality Roles

6.1.4 Plan Deliverable Document Quality Techniques

Table 38 describes techniques used for planning deliverable document quality.

Project Time Management Techniques	
Technique	**Description**
N/A	

Table 38 – Plan Deliverable Document Quality Techniques

6.1.5 Plan Deliverable Document Quality Outputs

Table 39 describes the outputs of the Plan Deliverable Document Quality process

Project Time Management Outputs

Output	Description
Deliverable Definition Document (Approved)	An approved Deliverable Definition Document is the output of this process. Each written deliverable will have an approved Deliverable Definition Document.
Deliverable Documents (Incomplete)	An incomplete deliverable document created from the Deliverable Document Template is another output of this process. This process only covers the creation of the deliverable document from the template and the initial formatting of the deliverable according to the outline defined in the associated Deliverable Definition Document.

Table 39 – Plan Deliverable Document Quality Outputs

6.1.6 Plan Deliverable Document Quality Methods

This section describes the method workflow for conducting Plan Deliverable Document Quality activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Plan Deliverable Document Quality Methods		
#	Method	Description
1	Develop Deliverable Definition Document	Developing the Deliverable Definition Document is the process of defining the future content of a deliverable prior to its construction. This planning process improves the quality of deliverables by increasing the probability of customer satisfaction with the final deliverable document.
2	Create Deliverable Document	Creating the deliverable document is the process of using the deliverable template and the approved Deliverable Definition Document to create a deliverable and develop the initial development content.

Table 40 – Plan Deliverable Document Quality Methods

Method 1 – Develop Deliverable Definition Document Process Flow Diagram

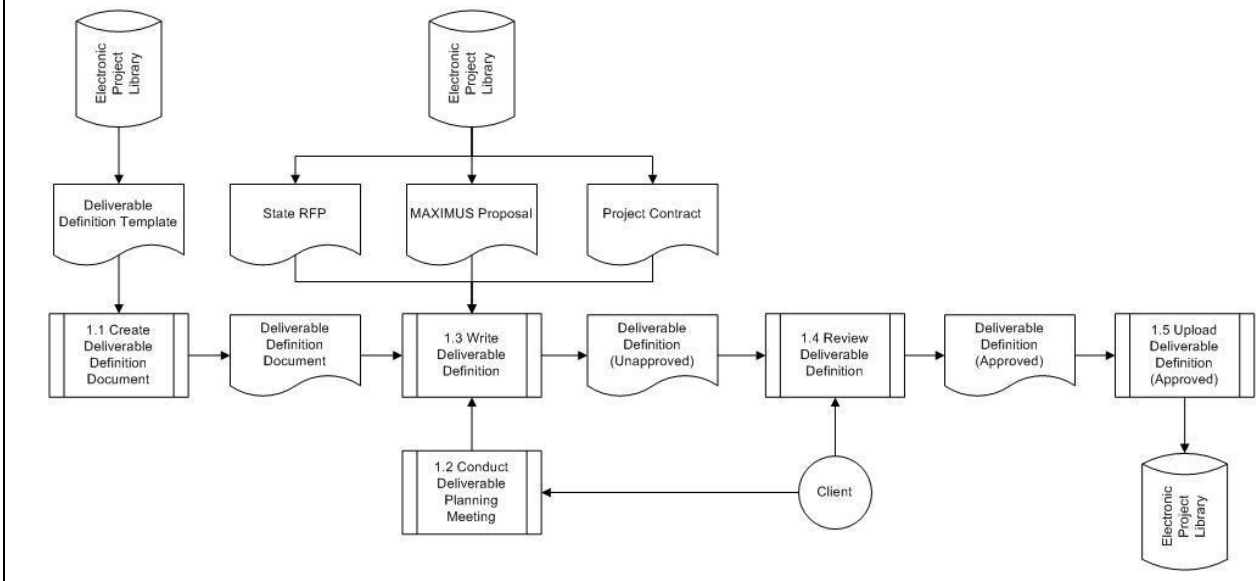

Figure 11 – Develop Deliverable Definition Document Process Flow

Method 1 – Develop Deliverable Definition Document Process Steps			
#	Steps	Roles	Description
1.1	Create Deliverable Definition Document	MAXIMUS Staff Members	A MAXIMUS Staff Member creates a Deliverable Definition Document from the template for a particular written deliverable.

Method 1 – Develop Deliverable Definition Document Process Steps			
#	**Steps**	**Roles**	**Description**
1.2	Conduct Deliverable Planning Meeting	Project Management Officer MAXIMUS Project Managers MAXIMUS Staff Members MNHIX Project Managers MNHIX Staff Members	The Project Management Officer conducts the deliverable planning meeting with project managers and staff members from MAXIMUS and the State. The meeting focuses on the purpose and requirements for the deliverable as defined in the contract and the expectations the State has for the content of the deliverable.
1.3	Write Deliverable Definition	MAXIMUS Staff Members	Using input from the RFP, the Proposal, the Contract, and the deliverable planning meeting, MAXIMUS Staff Members complete the required information in the Deliverable Definition Document.
1.4	Review Deliverable Definition	Project Management Officer State MNHIX Project Manager MAXIMUS Project Managers MAXIMUS Staff Members MNHIX Project Managers MNHIX Staff Members	MAXIMUS Project Managers and Staff Members and MNHIX Project Managers and Staff Members review the Deliverable Definition Document and make recommendations on potential modifications to the content of the associated deliverable. (The review process will most likely take the form of a meeting). The Project Management Officer and State MNHIX Project Manager approve the Deliverable Definition Document once any agreed upon modifications are made.
1.5	Upload Deliverable Definition (Approved)	Project Management Officer	Project Management Officer uploads the approved Deliverable Definition Document to Electronic Project Library.

Table 41 – Develop Deliverable Definition Document Process Steps

Method 1 – Create Deliverable Document Process Flow Diagram

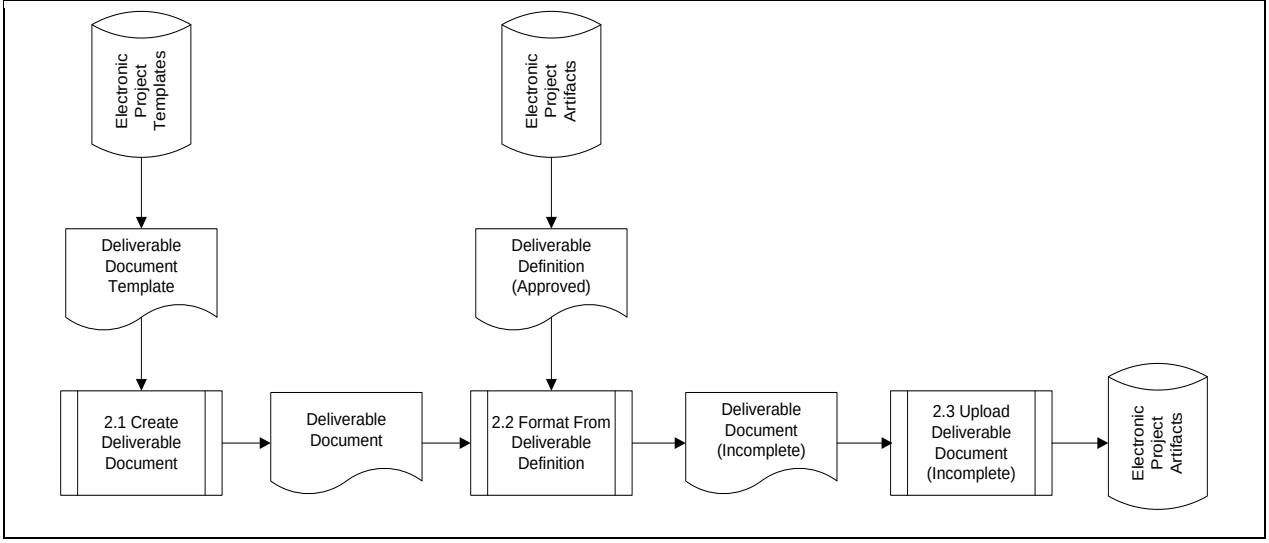

Figure 12 – Create Deliverable Document Process Flow

Method 2 – Create Deliverable Document Process Steps			
#	**Steps**	**Roles**	**Description**
2.1	Create Deliverable Document	MAXIMUS Staff Member	A MAXIMUS Staff Member creates a deliverable document from the template.

Method 2 – Create Deliverable Document Process Steps			
#	Steps	Roles	Description
2.2	Format From Deliverable Definition	MAXIMUS Staff Member	A MAXIMUS Staff Member formats the deliverable according the outline defined for the deliverable in the associated Deliverable Definition Document.
2.3	Update Deliverable Document Definition (Incomplete)	MAXIMUS Staff Member	A MAXIMUS Staff Members uploads the deliverable to Electronic Project Library.

Table 42 – Create Deliverable Document Process Steps

6.2 Perform Deliverable Document Quality Assurance

Performing deliverable document quality assurance is the process of auditing the quality requirements and the results from the quality control measurements to ensure the products meet the quality standards. Since the quality requirements for the document were defined and approved in the Plan Deliverable Document Quality process, this process is primarily concerned with ensuring the quality standards and requirements are being met in the completed deliverable. This process is also referred to as the Deliverable Review Process.

6.2.1 Perform Deliverable Document Quality Assurance Inputs

Table 43 identifies the inputs to the Perform Deliverable Document Quality Assurance process.

Plan Deliverable Document Quality Assurance Inputs		
Document	Publisher	Description
Deliverable Definition Document (Approved)	MAXIMUS	An approved Deliverable Definition Document is an input to this process. Each written deliverable has a Deliverable Definition Document.

Table 43 – Perform Deliverable Document Quality Assurance Inputs

6.2.2 Perform Deliverable Document Quality Assurance Tools

Table 44 identifies the tools used for performing deliverable document quality assurance.

Plan Deliverable Document Quality Assurance Tools		
Document	Publisher	Description
N/A		

Table 44 – Perform Deliverable Document Quality Assurance Tools

6.2.3 Perform Deliverable Document Quality Assurance Roles

Table 45 describes the responsibilities of people in specific project roles during the Perform Deliverable Document Quality Assurance process.

Plan Deliverable Document Quality Assurance Roles		
Role	Organization	Description
MAXIMUS Quality Reviewer	MAXIMUS	The MAXIMUS Quality Reviewer is a MAXIMUS Staff Member that reviews the completed deliverable document to ensure it was created using the approved deliverable template, that it generally adheres to the outline specified in the associated Deliverable Definition Document, and that the content of the deliverable completely satisfies the requirements that are defined for the document.

Plan Deliverable Document Quality Assurance Roles		
Role	**Organization**	**Description**
MNHIX Staff Members	MHNIX	MNHIX Staff Members review the completed deliverable document to ensure that it generally adheres to the outline specified in the associated Deliverable Definition Document, and that the content of the deliverable completely satisfies the requirements that are defined for the document. MNHIX Staff Members also provide comments about deficiencies in deliverable, in order to assist in the completion and approval of the document.

Table 45 – Perform Deliverable Document Quality Assurance Roles

6.2.4 Perform Deliverable Document Quality Assurance Techniques

Table 46 describes techniques used for performing deliverable document quality assurance

Perform Deliverable Document Quality Assurance Techniques	
Technique	**Description**
Quality Audits	A quality audit is the process by which an independent reviewer reads the document to determine whether the deliverable meets the necessary requirements and is in the approved format with the approved content.

Table 46 – Perform Deliverable Document Quality Assurance Techniques

6.2.5 Perform Deliverable Document Quality Assurance Outputs

Table 47 describes the outputs of the Perform Deliverable Document Quality Assurance process

Perform Deliverable Document Quality Assurance Outputs	
Technique	**Description**
Deliverable Document (Approved)	An approved deliverable document is one that has been completed and successfully gone through the Deliverable Review Process.

Table 47 – Perform Deliverable Document Quality Assurance Outputs

6.2.6 Perform Deliverable Document Quality Assurance Methods

This section describes the method workflow for conducting Perform Deliverable Document Quality Assurance activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Perform Deliverable Document Quality Assurance Methods		
#	**Method**	**Description**
1	Review and Approve Deliverable Document	Reviewing and approving a deliverable document is the process of reviewing a deliverable to ensure it meets the quality standards and requirements defined for the document. Once it is reviewed, the necessary modifications are made, and it is submitted to the MNHIX Approver (not yet defined) and MNHIX Project Manager and approved.

Table 48 – Perform Deliverable Document Quality Assurance Methods

Method 1 – Review and Approve Deliverable Document Process Flow Diagram

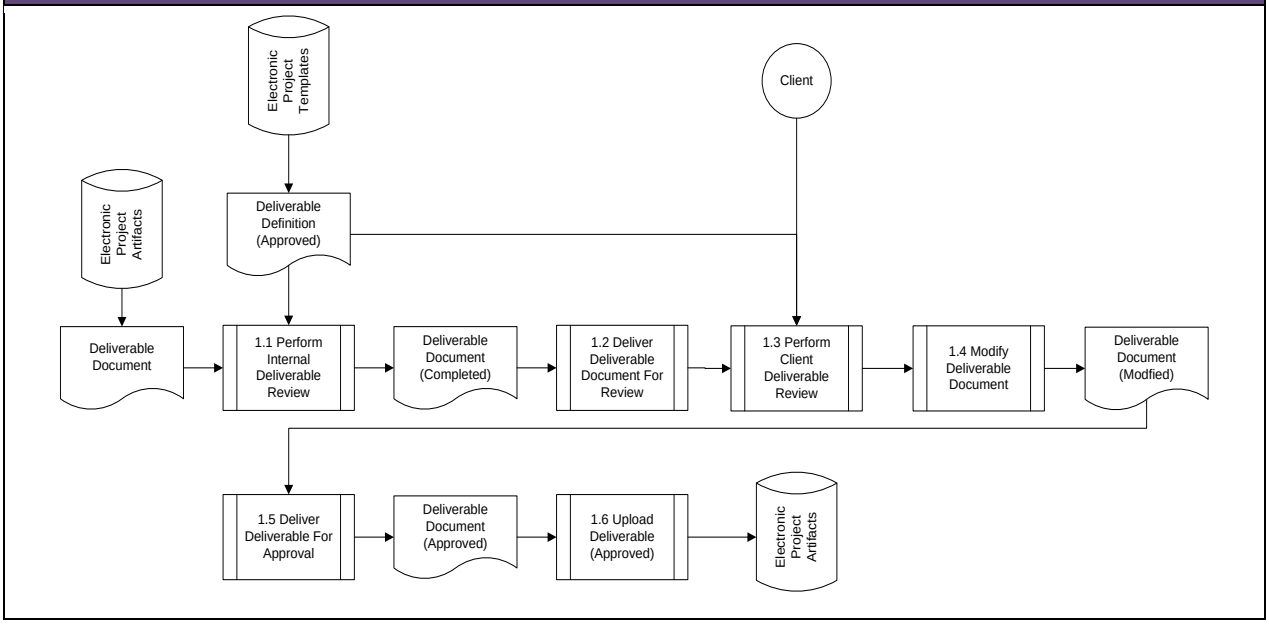

Figure 13 – Review and Approve Deliverable Document Process Flow

Method 1 – Review and Approve Deliverable Document Process Steps			
#	**Steps**	**Roles**	**Description**
1.1	Perform Internal Deliverable Review	Project Management Specialist MAXIMUS Staff Members	A Project Management Specialist and select MAXIMUS Staff Members perform and internal review of the deliverable. MAXIMUS Staff Members ensures the document was created from the deliverable template, ensure the document content matches that described in the associated Deliverable Definition Document, and that the deliverable content satisfies the requirements.
1.2	Deliver Deliverable Document for Review	Project Management Officer Stated MNHIX Project Manager	The Project Management Officer delivers the completed deliverable document to the MNHIX Project Manager for review.
1.3	Perform Client Deliverable Review	MNHIX Staff Members	MNHIX Staff Members review the deliverable ensuring that the content conforms to that agreed upon in the associated Deliverable Definition Document and that the deliverable content satisfies the requirements. MNHIX Staff Members may request modifications to the deliverable based on their review. The State has10 business days to review the deliverable document and provide feedback. After comments are received from the State, an official review meeting will be scheduled for the deliverable by the Project Management Officer in order to review the comments and answer any remaining questions about the document.
1.4	Modify Deliverable Document	MAXIMUS Staff Members	MAXIMUS Staff Members member modify the deliverable document based on MNHIX Staff Member comments an input from the review session.
1.5	Deliver Deliverable for Approval	Project Management Officer State MNHIX Project Manager	The Project Management Officer delivers the modified deliverable document to the State MNHIX Project Manager for approval.

Method 1 – Review and Approve Deliverable Document Process Steps			
#	Steps	Roles	Description
1.6	Upload Deliverable	Project Management Officer	The Project Management Officer uploads the approved deliverable to Electronic Project Library.

Table 49 – Review and Approve Deliverable Document Process Steps

6.3 Perform Deliverable Document Quality Control

Performing Deliverable Document Quality Control is the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes. Changes to the quality management processes are implemented using the Integrated Change Control Process. That process includes the ability to submit a Change Request Form for changes to the quality management processes or a Deliverable (See Topics on Change Request Form example). If the change request and resolution are approved, changes will be made to the quality management process and the changes reflected in a modification to this document.

In addition, if a change becomes necessary to a deliverable after it has already been approved through the Deliverable Review Process, the change can be made by submitting a Change Request Form with the recommended changes. If the change request and resolution are approved, the deliverable document will be modified as necessary.

7 Project Human Resources Management

Project Human Resources Management includes the processes that are used to acquire, organize, and manage human resources on a project. This section does not discuss how MAXIMUS acquires staff for the project, and focuses mainly on the administration and organization of Human Resources on the project.

Project Human Resources Management Processes	
Process	**Description**
Administer Human Resources	Administering human resources is the process of identifying project stakeholders and organizational structure, as well as providing information about changes in project staffing.
Plan Project Sessions	Planning Project Sessions is the process by which the schedule, attendance requirements and content of facilitated sessions are planned by MAXIMUS and MNHIX Project Managers.
Conduct Project Session	Conduct Project Session is the process by which a facilitated project session is conducted and information from the participants is gathered and documented.
Maintain Staffing Plan	Maintaining the Staffing Plan is the process by which MAXIMUS estimates the onsite staffing during each month of the project. This information is then used by the State to perform its internal cost and procurement management processes.

Table 50 – Project Human Resources Management Processes

7.1 Administer Human Resources

Administering human resources is the process of identifying project stakeholders and organizational structure, as well as providing information about changes in project staffing. The process of administering human resources in many respects is the same as the Identify Stakeholders process in Chapter 8 – Project Communications Management. The primary difference is that section 8.1 – Identify Stakeholders takes all project stakeholders into account, while Administer Human Resources only considers project personnel, both MAXIMUS and the State's. Since Chapter 8 is more comprehensive, methods for the maintaining the Stakeholder Register and maintaining Project Organization Chart are not repeated in this chapter. Therefore, the remainder of this chapter deals with the methods of providing information about changes in project staffing and human resource planning for "sessions, as well as discussing the maintenance of the Staffing Plan. Sessions are formal facilitated project events that require significant planning with regards to when the events will occur and which project stakeholders will attend.

7.1.1 Administer Human Resources Inputs

Table 51 identifies the inputs to the Administer Human Resources process.

Administer Human Resources Inputs		
Document	**Publisher**	**Description**
Stakeholder Register (Initial)	MAXIMUS	The Stakeholder Register is a listing of all personnel on the project, as well as any person connected with the project, or any person that has a stake in the outcome of the project.

Table 51 – Administer Human Resources Inputs

7.1.2 Administer Human Resources Tools

Table 52 describes the tools used administering human resources.

Administer Human Resources Tools	
Tool	**Description**
N/A	

Table 52 – Administer Human Resources Tools

7.1.3 Administer Human Resources Roles

Table 53 describes the roles for the Administer Human Resources process.

Administer Human Resources Roles		
Role	**Org**	**Responsibilities**
Project Management Officer	MAXIMUS	The Project Management Officer sends an updated Stakeholder Register to the State MNHIX Project Manager whenever there are significant changes to the MAXIMUS Staff Members. The Stakeholder Register shows when new resources are being added to the project or when existing resources are being removed from the project. This mechanism is used after the initial project staffing is finalized during project initiation.
State MNHIX Project Manager	MNHIX	The State MNHIX Project Manager uses the updated Stakeholder Register to perform any necessary administrative processes associated with new personnel or inactivated personnel.

Table 53 – Administer Human Resources Roles

7.1.4 Administer Human Resources Techniques

Table 54 identifies the techniques used in administering human resources.

Administer Human Resources Techniques	
Technique	**Description**
NA	

Table 54 – Administer Human Resources Techniques

7.1.5 Administer Human Resources Outputs

Table 55 describes the outputs of the Administer Human Resources process.

Administer Human Resources Outputs	
Output	**Description**
Stakeholder Register (Updated)	The Stakeholder Register details the changes being made by MAXIMUS to existing staff. It is used to inform the State when MAXIMUS human resources will become available to the project or will no longer be available to the project.

Table 55 – Administer Human Resources Outputs

7.1.6 Administer Human Resources Methods

This section describes the method workflow for administering human resources. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes

available. (Please refer to the Chapter 8, Section 8.1 – Identify Stakeholders for the Maintain Stakeholder Register and Maintain Project Organization Chart methods that are related to administering human resources on the project.)

Administer Human Resources Methods		
#	Method	Description
1	Update Stakeholder Register	The Project Management Officer updates the Stakeholder Register and emails it to MNHIX Project Manager whenever there are known changes to project staffing. Staffing may change due to project needs, for example a person is only needed for a limited time on the project in order to perform specific activities. Staffing may also change for unforeseen reasons such as staff resignations. Whatever the reason, the Project Management Officer informs MNHIX Project Managers using an updated Stakeholder Register.

Table 56 – Administer Human Resources Methods

Method 1 – Update Stakeholder Register Process Flow Diagram

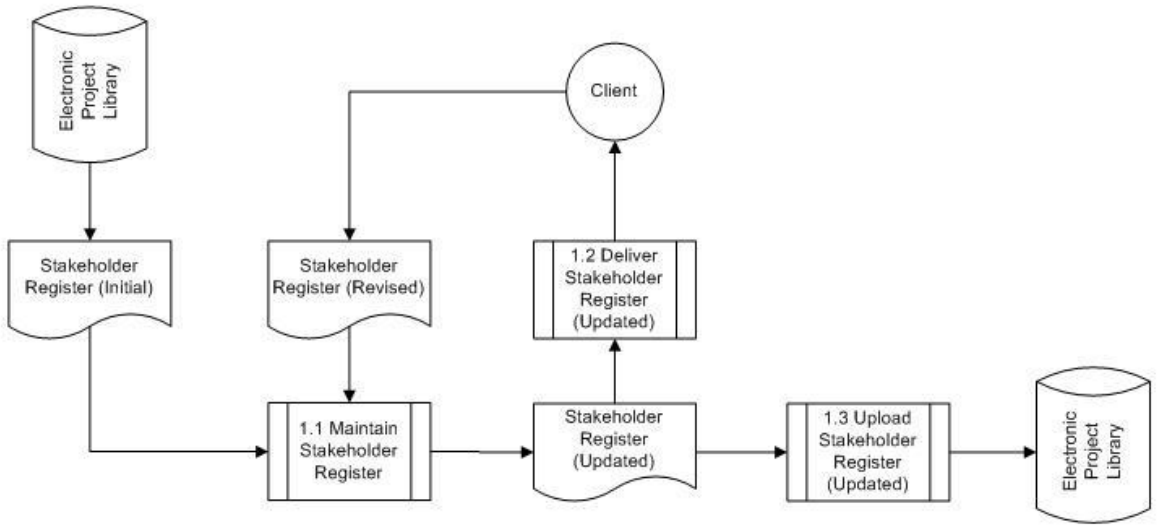

Figure 14 – Update Stakeholder Register Process Flow

Method 1 – Update Stakeholder Register Process Steps			
ID	Step	Roles	Description
1.1	Maintain Stakeholder Register	Project Management Officer State MNHIX Project Manager	The Project Management Officer maintains the Stakeholder Register on the project. The initial Stakeholder Register is completed during project initiation activities and updated continually throughout the project lifecycle. The State MNHIX Project Manager may also update the Stakeholder Register and send it to the Project Management Officer whenever new state human resources are added to the project.
1.2	Deliver Stakeholder Register	Project Management Officer State MNHIX Project Manager	The Project Management Officer will deliver a new version of the register to the State MNHIX Project Manager whenever significant changes are made.

Method 1 – Update Stakeholder Register Process Steps			
ID	**Step**	**Roles**	**Description**
1.3	Upload Stakeholder Register (Updated)	Project Management Officer	The Project Management Officer uploads the updated Stakeholder Register to the Electronic Project Library.

Table 57 – Update Stakeholder Register Process Steps

7.2 Plan Project Sessions

Planning the project sessions is the process of creating the schedule for facilitated sessions and determining and inviting session participants. MAXIMUS Staff Members use meetings with the State and other project stakeholders to plan the content of the facilitated sessions. Based on the content to be discussed in each session and input from the State, MAXIMUS invites the necessary stakeholders to a session.

7.2.1 Plan Project Sessions Inputs

Table 58 identifies the inputs to the Plan Project Sessions process.

Plan Project Sessions Inputs		
Document	**Publisher**	**Description**
Project Organization Chart	MAXIMUS	The Project Organization Chart identifies all key project organizations and staff members from MAXIMUS, the State and MNHIX. It is diagramed in the context of the project, illustrating which structures have authority over others, what roles exist within the structures, and what people occupy each role during of the project. It may also be used to assist in planning the attendance for each session.
Stakeholder Register	MAXIMUS	The Stakeholder Register is a list of project stakeholders that includes contact information, organizational affiliations, and the role(s) a person plays on the project. It may also be used to assist in planning project sessions.

Table 58 – Plan Project Sessions Inputs

7.2.2 Plan Project Sessions Tools

Table 59 identifies the tools used by the project team in planning project sessions.

Plan Project Sessions Tools	
Tool	**Description**
Project Sessions Schedule Template	The Project Sessions Schedule Template is a Microsoft Excel template for creating the Project sessions schedule. The current Project Sessions Schedule created from the template is shown in Attachment A 'Project Session Schedule'. It also resides in the Electronic Project Library.
Project Session Attendance Roster Template	The Project Session Attendance Roster Template is a Microsoft Excel template for identifying the people that will be attending each Project Session. In addition, it provides a way to audit the actual people that attended each session. An example of a Sessions Schedule created from the template is shown in Attachment S 'Session Attendance Roster'. It also resides in the Electronic Project Library.

Table 59 – Plan Project Sessions Tools

7.2.3 Plan Project Sessions Roles

Table 53 describes the roles for the Plan Project Sessions process.

Administer Human Resources Roles		
Role	**Org**	**Responsibilities**
MAXIMUS Project Managers	MAXIMUS	Project Managers from MAXIMUS are responsible for meeting with State managers to plan the sessions that will occur, the content of those sessions, and the attendees for each session.
MNHIX Project Managers	MNHIX	MNHIX Project Managers attend the session planning meetings to assist in determining the sessions that will occur, the content of those sessions, and the attendee for each session.

Table 60 – Administer Human Resources Roles

7.2.4 Plan Project Sessions Techniques

Table 60 identifies the techniques used by project team members when planning project sessions.

Plan Project Sessions Techniques	
Technique	**Description**
Schedule Management	MAXIMUS and MNHIX Project Managers must ensure that project sessions are scheduled in a manner that ensures critical resources are available when necessary. For example, critical resources cannot be scheduled to be in more than one session at a particular time.

Table 61 – Plan Project Sessions Techniques

7.2.5 Plan Project Sessions Outputs

Table 61 identifies the outputs of the Plan Project Sessions process. The output of this process is a complete Project Sessions Schedule which informs the State of the date and time of schedules sessions. The Session Attendance Rosters identify the people invited to attend each session.

Plan Project Sessions Outputs	
Output	**Description**
Project Sessions Schedule (Updated)	The Project Sessions Schedule is used to inform the State, MNHIX Project Managers and project staff of when project sessions will be conducted and the business processes or technical areas that will be discussed during those sessions.
Session Attendance Rosters	Session Attendance Rosters are used to inform the State, MNHIX Project Managers and Staff Members when project sessions will be conducted, the staff members and stakeholders that need to attend each session, and the business processes or technical areas that will be discussed during those sessions. There is one roster for each session. In addition, the Session Attendance Roster provides a way to audit the actual people that attended each session by printing the roster and requiring each attendee to sign the roster during the session.

Table 62 – Plan Project Sessions Outputs

7.2.6 Plan Project Sessions Methods

This section describes the method workflow for planning requirements definition sessions. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Plan Project Sessions Methods		
#	**Method**	**Description**
1	Create Project Sessions Schedule	Creating the Project Sessions Schedule is an important planning effort and tool for both MAXIMUS and the State. It requires MAXIMUS Project Managers to define, plan and schedule the exact sessions that are to be conducted and the content of those sessions.
2	Create Session Attendance Roster	A Session Attendance Roster is an important planning effort and tool for both MAXIMUS and the State. It requires managers to define the MAXIMUS, State and MNHIX Staff Members, as well as other stakeholders that should attend a particular session. A roster should be created for each session some time after the Project Sessions Schedule has been updated and submitted to the State MNHIX Project Manager.

Table 63 – Plan Project Session Methods

Method 1 – Create Project Sessions Schedule Process Flow Diagram

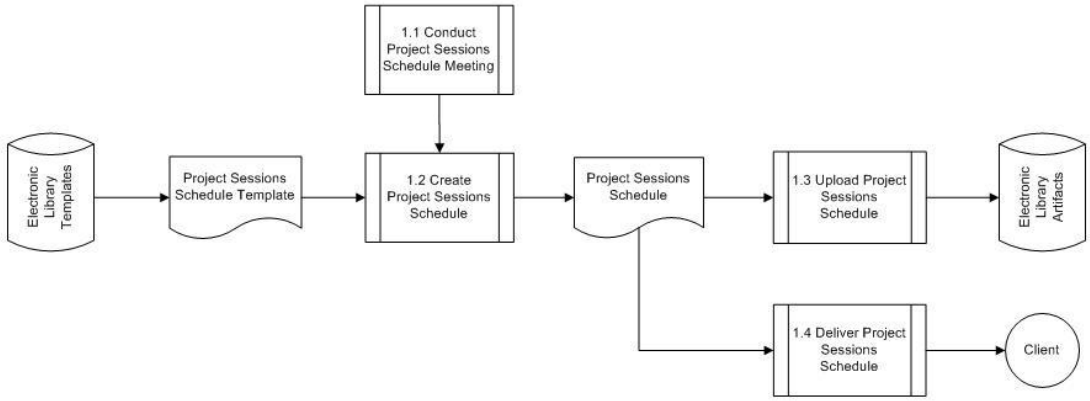

Figure 15 - Create Project Sessions Schedule Process Flow

Method 1 – Create Project Sessions Schedule Process Steps			
ID	**Step**	**Roles**	**Description**
1.1	Conduct Project Sessions Schedule Meeting	MAXIMUS Project and Team Managers MNHIX Project Managers	The MAXIMUS Project and Team Managers, along with MNHIX Project Managers meet to determine the sessions that will be held, the content of the sessions, and the people that will be invited to the sessions.
1.2	Create Project Sessions Schedule	MAXIMUS Project and Team Managers MNHIX Project Managers	The MAXIMUS Project and Team Managers create the Project Sessions Schedule from the template in the Electronic Project Library. (Note: The Project Management Officer may decide to produce as separate schedule for business or technical sessions.)
1.2	Upload Project Sessions Schedule	MAXIMUS Project or Team Managers	The MAXIMUS Project or Team Manager uploads the completed Project Sessions Schedule to the Electronic Project Library.

Method 1 – Create Project Sessions Schedule Process Steps			
ID	**Step**	**Roles**	**Description**
1.3	Deliver Project Sessions Schedule	Project Management Officer State MNHIX Project Manager	The Project Management Officer delivers the Project Sessions Schedule to the State MNHIX Project Manager as defined in the Communications Management Plan.

Table 64 – Create Project Sessions Schedule Process Steps

Method 2 – Create Project Session Attendance Roster Process Flow Diagram

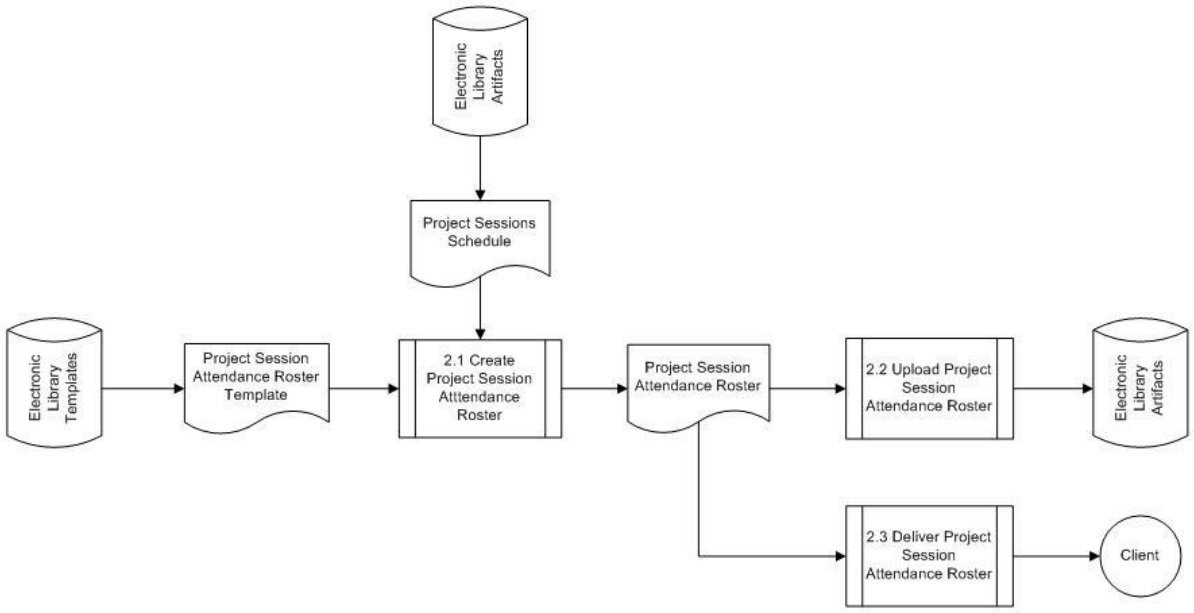

Figure 16 - Create Project Session Attendance Roster Process Flow

Method 2 – Create Project Session Attendance Roster Process Steps			
ID	**Step**	**Roles**	**Description**
2.1	Create Session Attendance Roster	MAXIMUS Project or Team Managers	There is one Session Attendance Roster created for each session defined in the Project Sessions Schedule. MAXIMUS Project or Team Manager creates the Session Attendance Rosters from the template in the Electronic Project Library.
2.2	Upload Session Attendance Roster	MAXIMUS Project or Team Managers	Upon completion, MAXIMUS Project and Team Managers upload a completed Session Attendance Roster to the Electronic Project Library.
2.3	Deliver Session Attendance Roster	Project Management Officer State MNHIX Project Manager	The Project Management Officer delivers the Session Attendance Roster to the State MNHIX Project Manager according to the process established in the Communications Management Plan. Delivering the session attendance rosters is necessary to inform the State and MNHIX of the exact times personnel will be required to attend sessions.

Table 65 – Create Project Sessions Schedule Process Steps

7.3 Conduct Project Session

Conducting the project sessions is the process of meeting with MNHIX and other stakeholder to facilitate a discussion on particular project requirements and/or system functionality. A facilitator guides the discussion for business processes, technical areas, or system functions. During the sessions, a facilitator leads the discussion with participants. During certain types of sessions, a MAXIMUS staff member is designated as the Recorder and has the responsibility of recording the discussion, notes and other important information.

7.3.1 Conduct Project Session Inputs

Table 65 identifies the inputs to the Conduct Project Session process.

Conduct Project Session Inputs		
Document	**Publisher**	**Description**
Session Attendance Roster	MAXIMUS	MAXIMUS produces a Session Attendance Roster for each session to identify the participants that have been invited. It is important to know which State and MAXIMUS human resources actually participated in the session. The Session Attendance Roster should be brought to the session and signed as the participants arrive.
Project Session Materials	MAXIMUS	MAXIMUS produces the necessary Project Session Materials based on the type of session being conducted.

Table 66 – Conduct Project Session Inputs

7.3.2 Conduct Session Tools

Table 66 identifies the tools used by the project team for conducting project sessions.

Conduct Project Session Tools	
Tool	**Description**
Varies	The types of tools used in any session depend on the purpose of the session. Business Architecture session utilize Business Architecture artifacts such as the Business Transaction Inventory or Business Process Models. Training Sessions may use presentations or the system itself.

Table 67 – Conduct Project Session Tools

7.3.3 Conduct Project Session Roles

Table 67 identifies the roles and responsibilities of project team members conducting project sessions.

Conduct Project Session Roles	
Role	**Responsibilities**
MAXIMUS Facilitator	The MAXIMUS Facilitator is the person responsible for leading the discussion during a session.
Session Attendee	Session Attendees may be from MAXIMUS, the State or other project stakeholder.
MAXIMUS Recorder	When necessary, the MAXIMUS Recorder is responsible for taking notes of the discussion or recording other important session information.

Table 68 – Conduct Project Session Roles

7.3.4 Conduct Project Session Techniques

Table 68 identifies the techniques used by project team members when conducting Requirements Definition sessions.

Conduct Project Session Techniques	
Technique	**Description**
Facilitation	Facilitation is the process by which the session facilitator leads a discussion with the State. The facilitation process has other rules and guidelines that are defined in other documents. When necessary, a MAXIMUS Recorder records important information provided by the participants during the session.

Table 69 – Conduct Project Session Tools

7.3.5 Conduct Project Session Outputs

Table 69 identifies the outputs of the Conduct Project Sessions process. The primary output of this process are the modified requirements text and the notes taken regarding requirements during the session.

Conduct Project Sessions Outputs	
Output	**Description**
Session Notes	When necessary, and during each facilitated session, MAXIMUS documents the discussion and other important session information and makes that information available as a set of Session Notes.
Session Attendance Roster (Completed)	The completed Session Attendance Roster is used as an auditing mechanism to record who attended each session. A completed roster is one that has been signed by all the session attendees.

Table 70 – Conduct Project Session Outputs

7.3.6 Conduct Project Session Methods

This section describes the method workflow for planning project sessions. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Conduct Session Methods		
#	**Method**	**Description**
1	Conduct Session	The conduct session method is the process by which MAXIMUS goes through the session materials with the session participants and records the Session Notes.

Table 71 – Conduct Project Session Methods

Method 1 – Conduct Project Session Process Flow Diagram

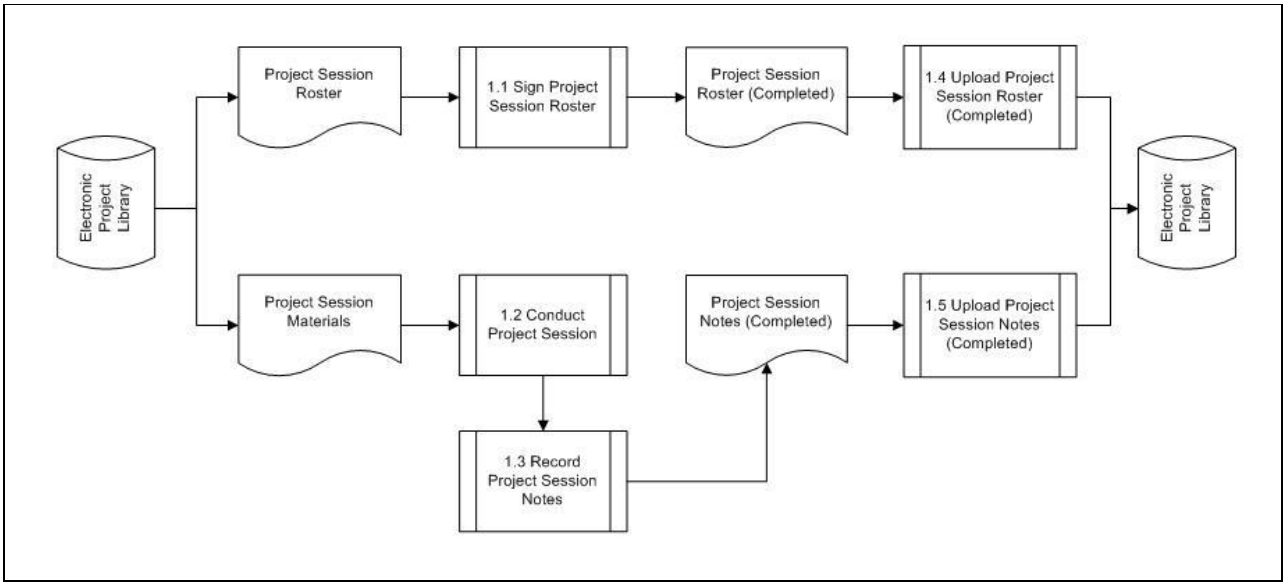

Figure 17 - Conduct Project Sessions Process Flow

Method 1 – Conduct Project Session Process Steps			
ID	**Step**	**Roles**	**Description**
1.1	Sign Project Session Roster	Session Attendees	All the participants of a project session, both the State and MAXIMUS, must sign the session roster when they arrive. This creates and audit trail of the participants that may later be used when analyzing the session results (i.e. session notes).
1.2	Conduct Project Session	MAXIMUS Facilitator	The MAXIMUS Facilitator conducts the Project Session using the Project Session Materials.
1.3	Record Project Session Notes	MAXIMUS Recorder	The MAXIMUS Recorder documents the Project Session Notes during the Project Session.
1.4	Upload Project Session Roster (Completed)	MAXIMUS Facilitator Project Management Officer	The MAXIMUS Facilitator delivers the signed Session Attendance Roster to the Project Management Officer. The Project Management Officer scans the signed roster and uploads it to the Electronic Project Library. This creates an audit trail of for project session attendance.
1.5	Upload Project Session Notes	MAXIMUS Recorder	The MAXIMUS Recorder uploads the completed Project Session Notes to the Electronic Project Library.

Table 72 – Conduct Project Session Process Steps

7.4 Maintain Staffing Plan

Maintaining the Staffing Plan is the process by which MAXIMUS estimates the onsite staffing during each month of the project. This information is then used by the State to perform its internal cost and procurement management processes.

7.4.1 Maintain Staffing Plan Inputs

Table 72 identifies the inputs to the Maintain Staffing Plan process.

Maintain Staffing Plan Inputs		
Document	**Publisher**	**Description**
Staffing Plan (Initial)	MAXIMUS	The initial Staffing Plan is created during the project initiation activities.
Project Schedule	MAXIMUS	The Project Schedule may be used as input to updating the Staffing Plan by recognizing the need for additional human resources during certain period of the project when labor needs are more intense.
Change Request Form (Approved)	MAXIMUS	An approved Change Request Form may result in a modification to the Staffing Plan because it may define a change in scope or the need for additional human resources.
Risk Register	MAXIMUS	The Risk Register may be used as input to updating the Staffing Plan since the need to mitigate particular risks may require the application of additional human resources.

Table 73 – Maintain Staffing Plan Inputs

7.4.2 Maintain Staffing Plan Tools

Table 73 describes the tools used maintaining the staffing plan.

Maintain Staffing Plan Tools	
Tool	**Description**
N/A	

Table 74 – Maintain Staffing Plan Tools

7.4.3 Maintain Staffing Plan Roles

Table 74 describes the roles for the Maintain Staffing Plan process.

Maintain Staffing Plan Roles		
Role	**Org**	**Responsibilities**
Project Management Officer	MAXIMUS	The Project Management Officer is responsible for producing the Staffing Plan in conjunction with MAXIMUS Project Managers.
MAXIMUS Project Manager	MAXIMUS	MAXIMUS Project Managers are responsible for providing human resource estimates that are incorporated into the Staffing Plan.
State MNHIX Project Manager	MNHIX	The State MNHIX Project Manager is responsible for reviewing the Staffing Plan and distributing to other State Project Managers that have to plan for providing resources based on the number of staff provided by MAXIMUS.

Table 75 – Maintain Staffing Plan Roles

7.4.4 Maintain Staffing Plan Techniques

Table 75 identifies the techniques used in maintaining the staffing plan.

Maintain Staffing Plan Techniques

Technique	Description
NA	

Table 76 – Maintain Staffing Plan Techniques

7.4.5 Maintain Staffing Plan Outputs

Table 76 describes the outputs of the Maintain Staffing Plan process.

Maintain Staffing Plan Outputs	
Output	**Description**
Staffing Plan (Updated)	The Staffing Plan is being delivered with this Project Management Plan, but will be updated throughout the project lifecycle. Staffing requirements may change as the result of monitoring the Project Schedule, assessing progress being made on the project, processing change requests, or conducting risk management activities.

Table 77 – Maintain Staffing Plan Outputs

7.4.6 Maintain Staffing Plan Methods

This section describes the method workflow for maintaining the staffing plan. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Maintain Staffing Plan Methods		
#	Method	Description
1	Update Staffing Plan	The Project Management Officer creates the Staffing Plan during project initiation activities and delivers it as part of the original Project Management Plan. After the original submission, the Project Management Officer maintains the Staffing Plan throughout the project lifecycle based on inputs from various sources.

Table 78 – Maintain Staffing Plan Methods

Method 1 – Update Staffing Plan Process Flow Diagram

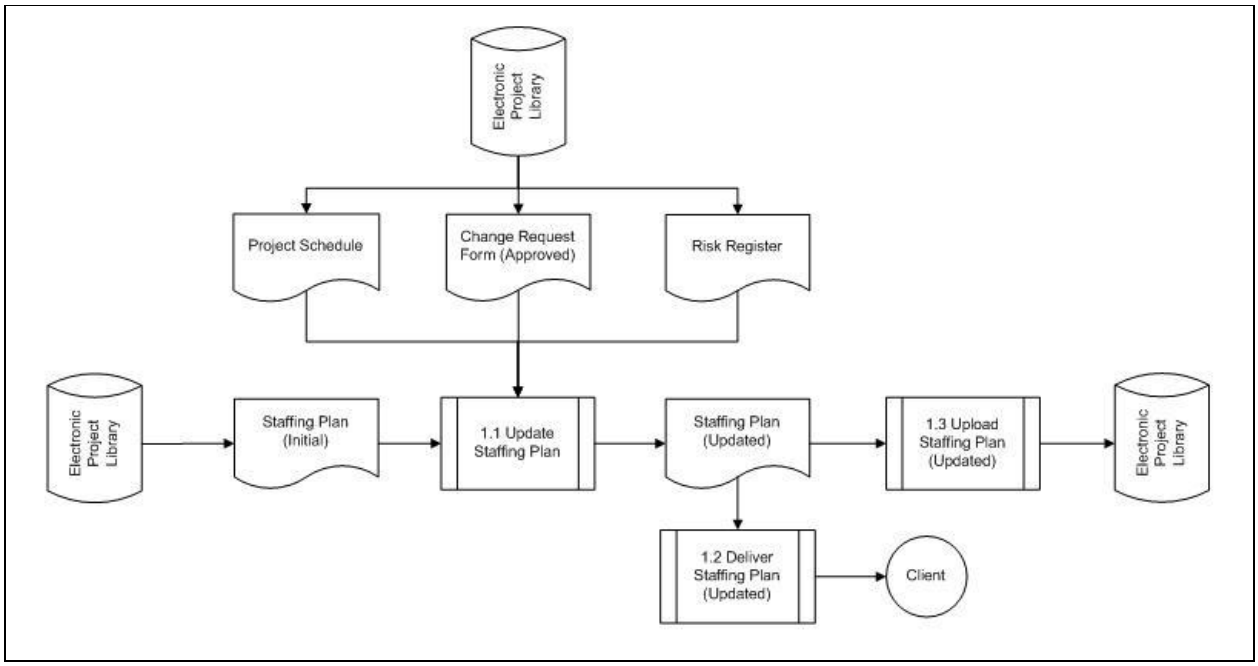

Figure 18 – Update Stakeholder Register Process Flow

Method 1 – Update Staffing Plan Process Steps			
ID	**Step**	**Roles**	**Description**
1.1	Update Staffing Plan	Project Management Officer State MNHIX Project Manager	The Project Management Officer creates the initial Staffing Plan as part of the project initiation activities. The Staffing Plan is updated throughout the project lifecycle as the Project Management Officer receives documents, or updates to documents such as the Project Schedule, Change Request Forms, or the Risk Register.
1.2	Deliver Staffing Plan (Updated)	Project Management Officer MNHIX Project Manager	The Project Management Officer will deliver a new version of the Staffing Plan to the State MNHIX Project Manager whenever significant changes are made.
1.3	Upload Staffing Plan (Updated)	Project Management Officer	The Project Management Officer uploads the updated Staffing Plan to the Electronic Project Library.

Table 79 – Update Staffing Plan Process Steps

8 Project Communications Management

Project Communications Management includes the processes required to ensure the timely and appropriate generation, collection, distribution, and storage of project information. It describes the mechanisms for communication between project members and the method(s) of distribution for different types of communications.

Project Communications Management Processes	
Process	**Description**
Identify Stakeholders	The process of identifying all people or organizations impacted by the project, and documenting relevant information regarding their interests, involvement, and impact on project success.
Plan Communications	The process of determining the project stakeholder information needs and defining a communications approach.
Distribute Information	The process of making relevant information available to project stakeholders as planned.
Manage Stakeholder Expectations	The process of communicating and working with stakeholders to meet their needs and addressing issues as they occur.
Report Performance	The process of collecting and distributing performance information, including status reports, progress measurements, and forecasts.

Table 80 – Project Communications Management Processes

8.1 Identify Stakeholders

Identifying stakeholders is the process of identifying all people or organizations impacted by the project, and documenting relevant information regarding their interests, involvement, and impact on project success. The primary document for identifying stakeholders is the Stakeholder Register. The creation of the Stakeholder Register begins during the Conduct Project Initiation process and is continued throughout the project lifecycle based on the occurrence of certain project events that are described in this section.

8.1.1 Identify Stakeholders Inputs

Table 80 identifies the inputs to the Identify Stakeholders process.

Identify Stakeholder Inputs		
Document	**Publisher**	**Description**
Project Charter	MAXIMUS	The Project Charter or more specifically the information gathered during the Conduct Project Initiation process is a source of information into this process.
Session Attendance Rosters (Updated)	MAXIMUS	Session Attendance Rosters are used as a source for identifying new project stakeholders. Project sessions may be attended by people that we not previously identified or invited, but are still stakeholders on the project. Session Attendance Rosters will be reviewed by the Project Management Office staff after each session to identify such attendees. The Stakeholder Register will be updated as necessary.
Stakeholder Register (Updated)	MAXIMUS MNHIX	An updated Stakeholder Register is sent to Project Management Officer whenever a MAXIMUS or MNHIX Project Manager intends to add or inactivate staff members.
Project Organization Chart (Initial)	MAXIMUS	An updated Project Organization Chart may be the source of information for identifying new stakeholders.

Table 81 – Identify Stakeholders Inputs

8.1.2 Identify Stakeholders Tools

Table 81 identifies the tools used in identifying stakeholders.

Indentify Stakeholder Tools	
Tools	**Description**
Stakeholder Register Template	The Stakeholder Register Template is a Microsoft Excel template for maintaining the list of project stakeholders, their roles on the project, and contact information.

Table 82 – Identify Stakeholders Tools

8.1.3 Identify Stakeholders Roles

Table 82 identifies the staff roles and their part in the Identify Stakeholders process.

Identify Stakeholder Roles		
Role	**Organization**	**Description**
Project Management Officer	MAIXMUS	The Project Management Officer is responsible for creating the Stakeholder Register at the beginning of the project during the Conduct Project Initiation process. The Project Management Officer will also update the register throughout the project as necessary.
MAXIMUS Staff Members	MAXIMUS	MAXIMUS Staff Members may update the Stakeholder Register throughout the project as necessary.
State MNHIX Project Manager	MNHIX	The State MNHIX Project Manager should inform the Project Management Officer when any new MNHIX Staff Members should be added to the Stakeholder Register.

Table 83 – Identify Stakeholders Roles

8.1.4 Identify Stakeholders Techniques

Table 83 describes the techniques used to Identify Stakeholders.

Identify Stakeholder Techniques	
Technique	**Description**
Stakeholder Analysis	Stakeholder Analysis is the process of identifying the organizations and staff that are involved in the project or will be impacted by the project.

Table 84 – Identify Stakeholders Techniques

8.1.5 Identify Stakeholders Outputs

Table 84 identifies the outputs of the Identify Stakeholders process.

Indentify Stakeholder Outputs	
Output	**Description**
Stakeholder Register (Updated)	The Stakeholder Register is a list of project stakeholders that includes contact information, organizational affiliations, and the role(s) a person plays on the project. It is used to assist in planning project sessions and producing the project organization chart. When new stakeholders are identified, the Stakeholder Register is updated and made available to project staff members.
Project Organization Chart (Updated)	The Project Organization Chart identifies all key project organizations and staff members from both MAXIMUS and the State. It is diagramed in the context of the project, illustrating which structures have authority over others, what roles exist within the structures, and what people occupy each role during of the project. The Project Organization Chart may be updated when new stakeholders are identified or stakeholders are inactivated (See Attachment T).

Table 85 – Identify Stakeholders Outputs

8.1.6 Identify Stakeholder Method

This section describes the method workflow for conducting Identify Stakeholders activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Identify Stakeholder Methods		
#	Method	Description
1	Maintain Stakeholder Register	Maintaining the Stakeholder Register is the process of updating the register based on the certain project events, meetings or correspondence.
2	Maintain Project Organization Chart	Maintaining the Project Organization Chart is the process of updating the organization chart based on certain project events, meetings or correspondence.

Table 86 – Identify Stakeholders Methods

Method 1 –Maintain Stakeholder Register Process Flow Diagram

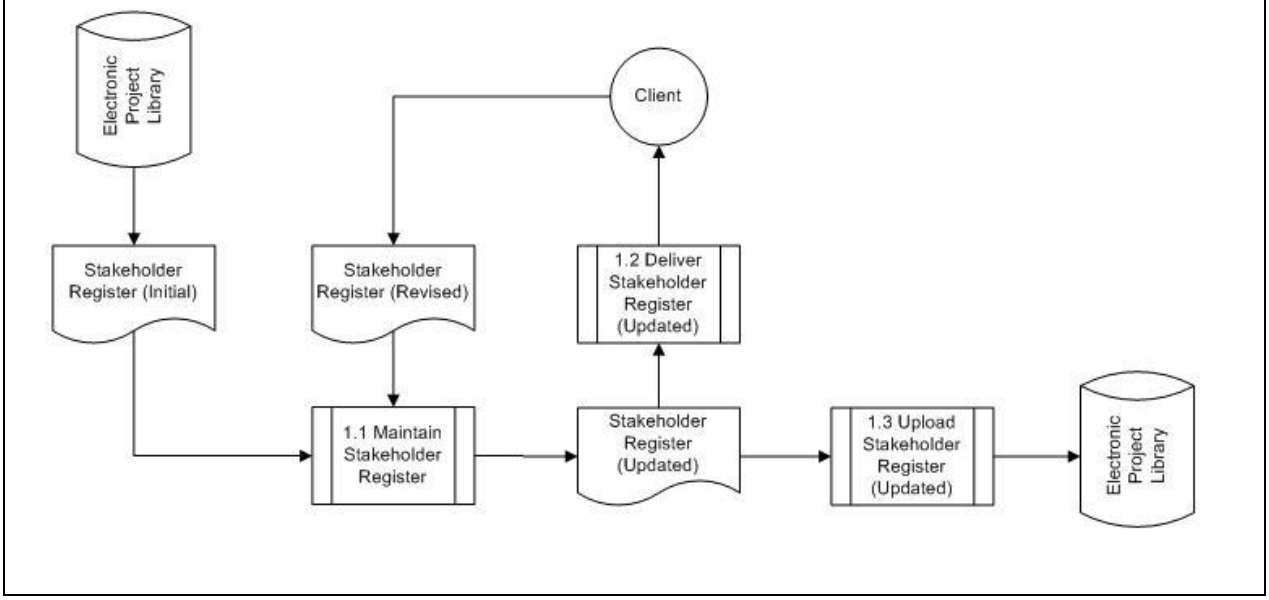

Figure 19 – Maintain Stakeholder Register Process Flow

Method 1 – Maintain Stakeholder Register Process Steps			
#	Steps	Roles	Description
1.1	Maintain Stakeholder Register	Project Management Officer MAXIMUS Project Managers MNHIX Project Managers	The Project Management Officer maintains the Stakeholder Register throughout the project lifecycle as new information is provided by MAXIMUS and MNHIX Project Managers.
1.2	Deliver Stakeholder Register (Updated)	MNHIX Project Manager	The Project Management Officer will deliver an updated Stakeholder Register to the MNHIX Project Manager whenever significant changes are made.
1.3	Upload Stakeholder Register (Updated)	Project Management Officer	The Project Management Officer uploads the updated Stakeholder Register to the Project Artifacts folder in Electronic Project Library.

Table 87 – Maintain Stakeholder Register Process Steps

Method 2 –Maintain Project Organization Chart Process Flow Diagram

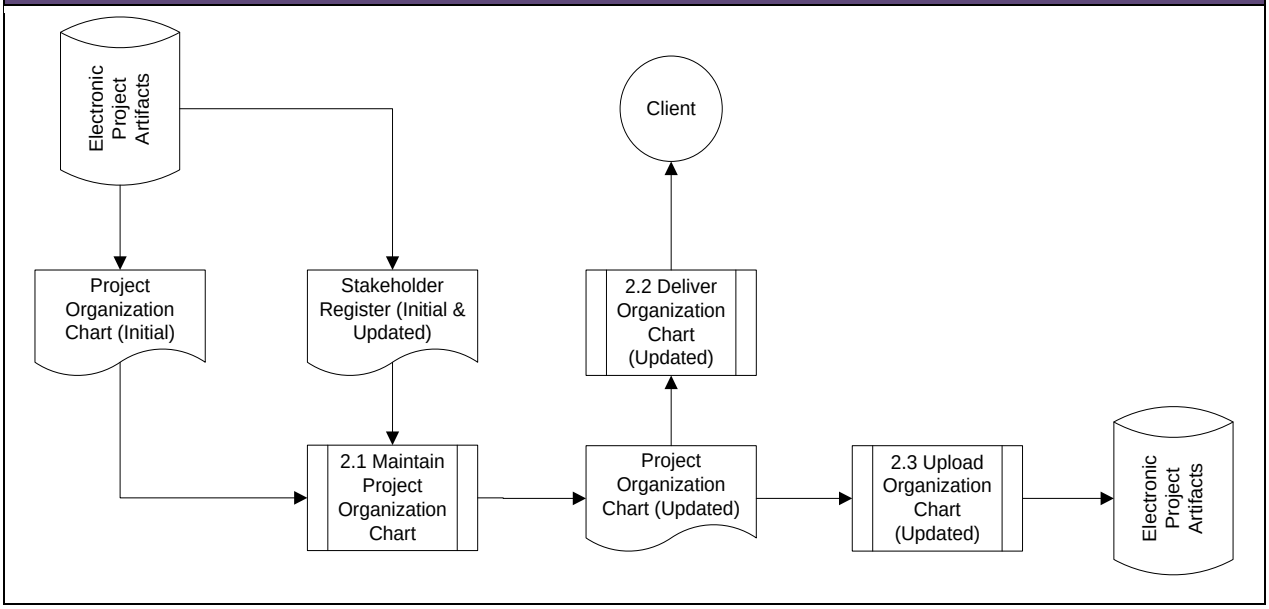

Figure 20 – Maintain Project Organization Chart Process Flow

Method 1 – Maintain Stakeholder Register Process Steps			
#	**Steps**	**Roles**	**Description**
2.1	Maintain Project Organization Chart	Project Management Officer	The Project Management Officer maintains the Project Organization Chart throughout the project lifecycle as new information is provided by MAXIMUS and MNHIX Project Managers.
1.2	Deliver Project Organization Chart (Updated)	Project Management Officer	The Project Management Officer will deliver an updated Project Organization Chart to the MNHIX Project Manager whenever significant changes are made.
1.3	Upload Project Organization Chart (Updated)	Project Management Officer	The Project Management Officer uploads the updated Project Organization Chart to the Project Artifacts folder in Electronic Project Library.

Table 88 – Maintain Project Organization Chart Process Steps

8.2 Plan Communications

Planning Communications is the process of determining the project stakeholder information needs and defining a communications approach. The primary document for defining the project communications is the Communications Distribution List. That list defines the each type of project communication, the sender of the communication, the recipients of the communication, the type of media used for the communication and the frequency of the communication or the event that triggers the need for the communication. The creation of the Communications Distribution List begins during the Conduct Project Initiation process and may be updated throughout the project lifecycle as the need occurs.

8.2.1 Plan Communications Inputs

Table 88 identifies the inputs to the Plan Communications process.

Plan Communication Inputs		
Document	**Publisher**	**Description**
Project Charter	MAXIMUS	The Project Charter or more specifically the information gathered during the Conduct Project Initiation process is the primary source of information into this process.
Stakeholder Register	MAXIMUS	The Stakeholder Register identifies the organizations and people involved with or impacted by the project. Stakeholders are either the sender or recipients of project communications.
Project Organization Chart	MAXIMUS	The Project Organization Chart identifies the lines of authority on the project and may help determine the appropriate sender and recipients of project communications.
Change Request Form	MAXIMUS	A Change Request Form may request a change to the Communications Distribution List.

Table 89 – Plan Communications Inputs

8.2.2 Plan Communications Tools

Table 89 identifies the tools used in the Plan Communications process.

Plan Communications Tools	
Tools	**Description**
Communications Distribution List	The Communications Distribution List Template is a Microsoft Excel template for maintaining the list of standardized project communications, the sender of the communication, recipients of the communication, media on which the communications will be transmitted and the frequency of the communication or the event that created the need for the communication. The current Communications Distribution List is shown in Attachment K 'Communication Assessment and Distribution List'. It also resides in the Electronic Project Library

Table 90 – Plan Communications Tools

8.2.3 Plan Communications Roles

Table 90 identifies the staff roles and their part in the Plan Communications process.

Plan Communications Roles		
Role	**Organization**	**Description**
Project Management Officer	MAXIMUS	For Project Management Officer is responsible for planning how project communications will occur.
State MNHIX Project Manager	MNHIX	The State MNHIX Project Manager is responsible for planning how project communications will occur.

Table 91 – Plan Communication Roles

8.2.4 Plan Communication Techniques

Table 91 describes the techniques used to Plan Communications.

Plan Communication Techniques	
Technique	**Description**
Stakeholder Analysis	Stakeholder Analysis is the process of identifying the organizations and staff that are involved in the project or will be impacted by the project. Analyzing the stakeholders also helps in determining the communication needs of the stakeholders.

Table 92 – Plan Communications Techniques

8.2.5 Plan Communication Outputs

Table 92 identifies the outputs of the Plan Communications process.

Plan Communications Outputs	
Output	**Description**
Communications Distribution List (Updated)	The Communications Distribution List defines standardized project communications, the sender of the communication, recipients of the communication, the media on which the communications will be transmitted and the frequency of the communication or the event that created the need for the communication.

Table 93 – Plan Communications Outputs

8.2.6 Plan Communications Methods

This section describes the method workflow for planning project communications. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Plan Communications Methods		
#	**Method**	**Description**
1	Maintain Communications Distribution List	Maintaining the Communications Distribution List is the process of updating the list based on the Conducting Project Initiation activities or processing Change Request Forms.

Table 94 – Plan Communications Methods

Method 1 – Maintain Communications Distribution List Process Flow Diagram

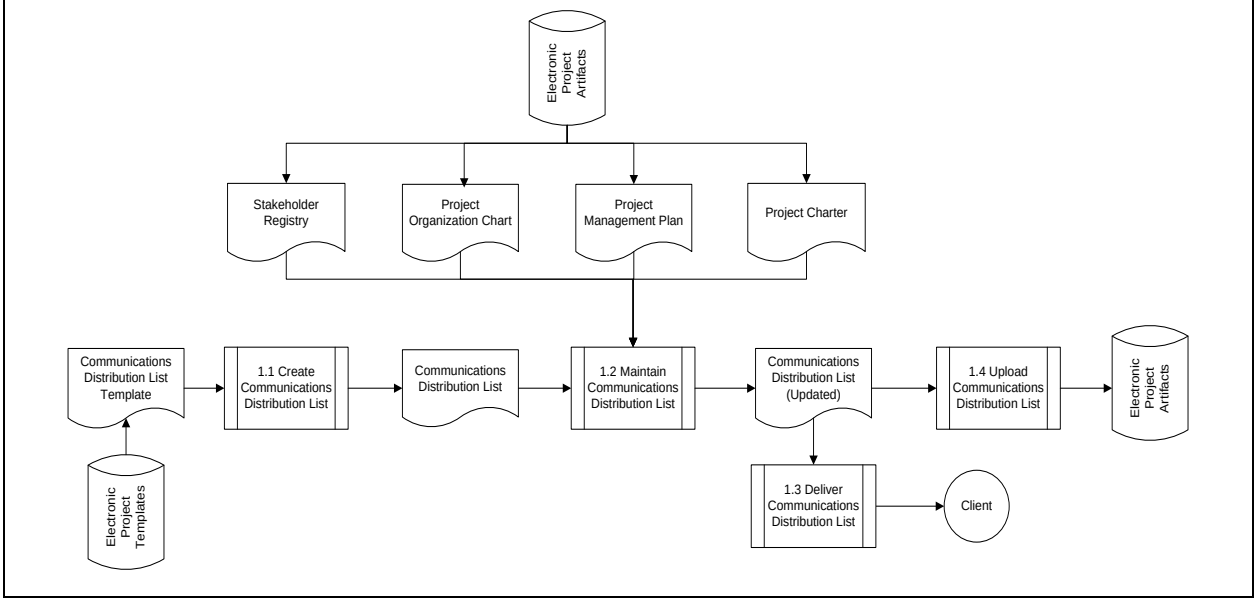

Figure 21 – Maintain Communications Distribution List Process Flow

Method 1 – Maintain Communications Distribution List Process Steps			
#	Steps	Roles	Description
1.1	Create Communications Distribution List	Project Management Officer	The Project Management Officer creates the Communications Distribution List from the Communications Distribution List Template in the in Electronic Project Library. The Communications Distribution List is created once and then updated as necessary throughout the project lifecycle.
1.2	Maintain Communications Distribution List	Project Management Officer	The Project Management Officer maintains the Communications Distribution list based on information from other project documents and meetings with MNHIX project manager. Although not specifically part of the Conduct Project Initiation process, creating the Communications Distribution List is first addressed with State MNHIX Project Manager during that process. Maintenance to the list can be triggered by several different events including changes to the documents identified in the diagram. However, there may be other project events that also require the list to be modified.
1.3	Deliver Communications Distribution List (Updated)	Project Management Officer State MNHIX Project Manager	The Project Management Officer delivers the Communications Distribution List to the State MNHIX Project Manager when the initial version is created. An updated version of the list may be delivered again to the State MNHIX Project Manager whenever a new version is created. The State MNHIX Project Manager may request that updates be submitted and that will be defined in the Communications Distribution List.
1.4	Upload Communications Distribution List (Updated)	Project Management Officer	The Project Management Officer uploads the updated Communications Distribution List to the Electronic Project Library.

Table 95 – Maintain Communications Distribution List Process Steps

8.3 Distribute Information

Distributing information is the process of making relevant information available to project stakeholders as planned. The primary document for defining the project communications is the Communications Distribution List. That list defines each type of project communication, the sender of the communication, the recipients of the communication, the type of media used for the communication and the frequency of the communication or the event that triggers the need for the communication. The Project Management Officer team distributes project information according to that plan.

In addition, as shown throughout this document, the Project Management Officer maintains an electronic copy of all project documents in the Electronic Project Library site for this project. MNHIX will provide MNHIX stakeholders' access to the necessary folders in Electronic Project Library so that they may access project information needed.

8.4 Manage Stakeholder Expectations

Managing Stakeholder Expectations is the process of communicating and working with stakeholders to meet their needs and addressing issues as they occur. Meeting stakeholder needs is directly related to managing the scope of the project and managing the scope of the project is primarily done through processes defined in Chapter 3 – Project Scope Management and Chapter 2 – Project Integration Management. Therefore, this section focuses on the one remaining item which is addressing project issues.

8.4.1 Manage Stakeholder Expectations Inputs

Table 95 identifies the inputs to the Manage Stakeholder Expectations process.

Manage Stakeholder Expectations Inputs		
Document	**Publisher**	**Description**
Project Charter	MAXIMUS	The Project Charter provides an overview of the project. Its goal is to provide a broad understanding of the project in order to manage stakeholder expectations.
Project Management Plan	MAXIMUS	The Project Management Plan identifies and describes the processes and procedures that will be used by Project Management Officer and State MNHIX Project Manager in order to manage, control and report on project activities. Thus, it is also used to manage stakeholder expectations by informing stakeholders on how certain activities on the project are to be conducted.
Project Schedule	MAXIMUS	The Project Schedule is a method of communicating project scope, activities and progress to stakeholders. Thus, this is also a method of managing stakeholder expectations.
Project Status Report Project Status Meeting	MAXIMUS	The Project Status Report and Project Status Meeting are the main methods of communicating project information to stakeholders. Thus, these methods are also used to manage stakeholder expectations by informing the stakeholders about project progress, issues, and risks.
Change Request Form	MAXIMUS	The Change Request Form includes the ability to submit an issue. Change Request Forms are reviewed by the Project Management Officer and may result in an issue being added to the Issues Log. Maintaining the Issues Log and managing and resolving issues is a process that assists in managing stakeholder expectations.

Table 96 – Manage Stakeholder Expectations Inputs

8.4.2 Manage Stakeholder Expectations Tools

Table 96 identifies the tools used in managing stakeholder expectations.

Manage Stakeholder Expectations Tools	
Tools	**Description**
Issues Log Template	The Issues Log Template is a Microsoft Excel Template that is used to identify and track issues that may affect the project. Issues are submitted as part of the Perform Integrated Change Control process and are included in the Weekly Status Report as part of the Performance Reporting Process. Issues in the log are reviewed by Project Management Officer and State MNHIX Project Manager to determine if any actions are required to modify project scope, processes or activities. The template for the Issues Log template is shown in Attachment L 'Issues Log'. It also resides in the Electronic Project Library
Issues Identification Guideline	The Issues Identification Guideline is a Microsoft Word Document that defines the processes to capture, evaluate, assign, escalation and resolution. Attachment R contains the 'Issues Identification Guidelines'. The guidelines also reside in the Electronic Project Library

Table 97 – Manage Stakeholder Expectations Tools

8.4.3 Manage Stakeholder Expectations Roles

Table 97 identifies the staff roles and their part in the Manage Stakeholder Expectations process.

Plan Communications Roles		
Role	**Organization**	**Description**
Project Management Officer	MAXIMUS	The Project Management Officer is responsible for reviewing and responding to each project issue that is submitted through the Integrated Change Management process. The Project Management Officer will make the determination as to whether he/she can address the issue directly or whether the issue needs to be added to the Issues Log that is to be included in the Project Status Report and reviewed with MNHIX Project Managers. The State MNHIX Project Manager is responsible for directing State Project Management staff to assist in resolving the issue according to the planned approach or escalating the issue to the governance committees.
State MNHIX Project Manager	MNHIX	The State MNHIX Project Manager is responsible for reviewing each issue identified on the Issues Log and helping to develop an approach to resolving the issue. The State MNHIX Project Manager is responsible obtaining the cooperation of any necessary MNHIX managers and staff necessary in order to resolve the issue according to the planned approach.
MNHIX Project Staff	MNHIX	The MNHIX Project Staff is responsible for carrying out the instructions given by the State MNHIX Project Manager, or their own State managers, in order to resolve the issue.
All Project Stakeholders	All	All project staff or other stakeholders are responsible for submitting potential issues. A Change Request Form should be completed and submitted according to the process defined in the Perform Integrated Change Control process.
Project Oversight Committee Member	MAXIMUS	A member of the Project Oversight Committee is responsible for providing recommendations and decisions on how to resolve issues.
IT Contract Advisory Committee Member	MNHIX	A member of the IT Contract Advisory Committee is responsible for providing recommendation sand decisions on how to resolve issues.

Table 98 – Manage Stakeholder Expectations Roles

8.4.4 Manage Stakeholder Expectations Techniques

Table 98 describes the techniques used to Manage Stakeholder Expectations.

Plan Communication Techniques	
Technique	**Description**
N/A	

Table 99 – Manage Stakeholder Expectations Techniques

8.4.5 Manage Stakeholder Expectations Outputs

Table 99 identifies the outputs of the Manage Stakeholder Expectations process.

Manage Stakeholder Expectations Outputs	
Output	**Description**
Project Issues Log (Updated)	The Project Issues Log is the used to track and report on all project issues. Project issues are first created by any stakeholder using the Change Request Form. After review by the Project Management Officer, issues that need discussion between the Project Management Officer and State MNHIX Project Manager will be added to the issues log and a status of the progress towards resolving the issue will be maintained using the log.

Table 100 – Manage Stakeholder Expectations Outputs

8.4.6 Manage Stakeholder Expectations Methods

This section describes the method workflow for conducting Manage Stakeholder Expectations activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Manage Stakeholder Expectations Methods		
#	Method	Description
1	Maintain Project Issues Log	Maintaining the Issues Log is the process of updating the log by processing Change Request Forms.

Table 101 – Manage Stakeholder Expectations Methods

Method 1 – Maintain Project Issues Log Process Flow Diagram

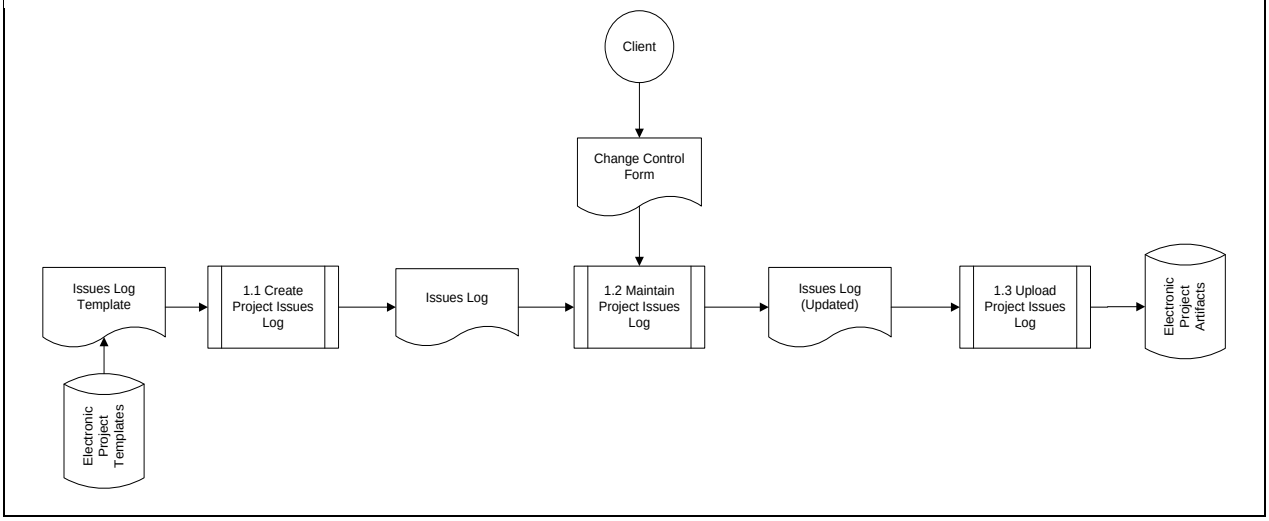

Figure 22 – Project Issues Log Process Flow

Method 1 – Maintain Project Issues Log Process Steps			
#	Steps	Roles	Description
1.1	Create Project Issues Log	Project Management Officer	The Project Management Officer creates the Project Issues Log from the Project Issues Log Template in the project templates folder in Electronic Project Library.
1.2	Maintain Project Issues Log	Project Management Officer	The Project Management Officer maintains the Project Issues Log based on information submitted on a Change Request Form. The form allows any project stakeholder to submit what they think may be an issue. In addition to the Change Request Form there may be other project events that result in the log being modified, such as issues identified or discussed during project status meetings.
1.3	Upload Project Issues Log	Project Management Officer	The Project Management Officer uploads the updated Project Issues Log to the Project Artifacts folder in Electronic Project Library.

Table 102 –Project Issues Log Process Steps

8.5 Report Performance

Reporting performance is the process of collecting and distributing performance information, including status reports, progress measurements, and forecasts. For the MNHIX project, the weekly Project Status Report is the primary mechanism for reporting performance.

8.5.1 Report Performance Inputs

Table 102 identifies the inputs to the Report Performance process.

Report Performance Inputs		
Document	**Publisher**	**Description**
Project Schedule (Updated)	MAXIMUS	The updated Project Schedule is always included as part of the weekly Project Status Report.
Project Organization Chart (Updated)	MAXIMUS	Although not directly related to reporting performance, updates to the Project Organization Chart, or other significant changes in human resources, are referenced in the weekly Project Status Report.
Project Issues Log (Updated)	MAXIMUS	Open issues from the Project Issues Log are included as part of the weekly Project Status Report.
Project Risk Register (Updated)	MAXIMUS	Active risks from the Risk Register are included as part of the weekly Project Status Report.

Table 103 – Report Performance Inputs

8.5.2 Report Performance Tools

Table 103 identifies the tools used in reporting performance.

Report Performance Tools	
Tool	**Description**
Project Status Report Template	The Project Status Report Template is a Microsoft Word Template that is used to create the weekly Project Status Report. The Project Status Report example created from the template is shown in Attachment M 'Project Status Report Example'. It also resides in the Electronic Project Library
Project Meeting Agenda Template	The Project Meeting Agenda Template is a Microsoft Word template for creating meeting agendas for all project meetings. In this case, the meeting agenda template is used for creating the agenda for the weekly Project Status Meeting.

Table 104 – Report Performance Tools

8.5.3 Report Performance Roles

Table 104 identifies the staff roles and their part in the Report Performance process.

Report Performance Roles		
Role	**Organization**	**Description**
Project Management Officer	MAXIMUS	The Project Management Officer is responsible developing the Project Status Report and conducting the Project Status Meeting.
MAXIMUS Project Managers	MAXIMUS	MAXIMUS Project Managers are responsible for reading the Project Status Report and attending the Project Status Meeting.
State Managers	MNHIX	Some managers from State stakeholder agencies should read the Project Status Report.
MNHIX Project Managers	MNHIX	MNHIX Project Managers should read the Project Status Report and attend the Project Status Meeting.
All Project Staff	All	All Project Staff members should read the Project Status Report.

Table 105 – Report Performance Roles

8.5.4 Report Performance Techniques

Table 105 describes the techniques used to Report Performance.

Report Performance Techniques	
Technique	**Description**
Communication Methods	There are two formal methods for communicating performance, the Project Status Report and a Project Status Meeting.

Table 106 – Report Performance Techniques

8.5.5 Report Performance Outputs

Table 106 identifies the outputs of the Report Performance process.

Report Performance Outputs	
Output	**Description**
Project Status Report (Weekly)	The Project Status Report is the primary document through which the Project Management Officer informs MNHIX Project Managers and project staff about the progress being made on the project, as well as managerial and staff performance.

Table 107 – Report Performance Outputs

8.5.6 Report Performance Methods

This section describes the method workflow for conducting Report Performance activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Report Performance Methods		
#	**Method**	**Description**
1	Create Project Status Report (Weekly)	The Project Management Officer creates a new Project Status Report each week.
2	Conduct Project Status Meeting (Weekly)	The Project Management Officer meets with State MNHIX Project Manager each week to review the Project Status Report and discuss other important project related issues. The Project Management Officer creates an agenda for the meeting from the Project Meeting Agenda Template. This method is not diagrammed below.

Table 108 – Report Performance Methods

Method 1 – Report Performance Process Flow Diagram

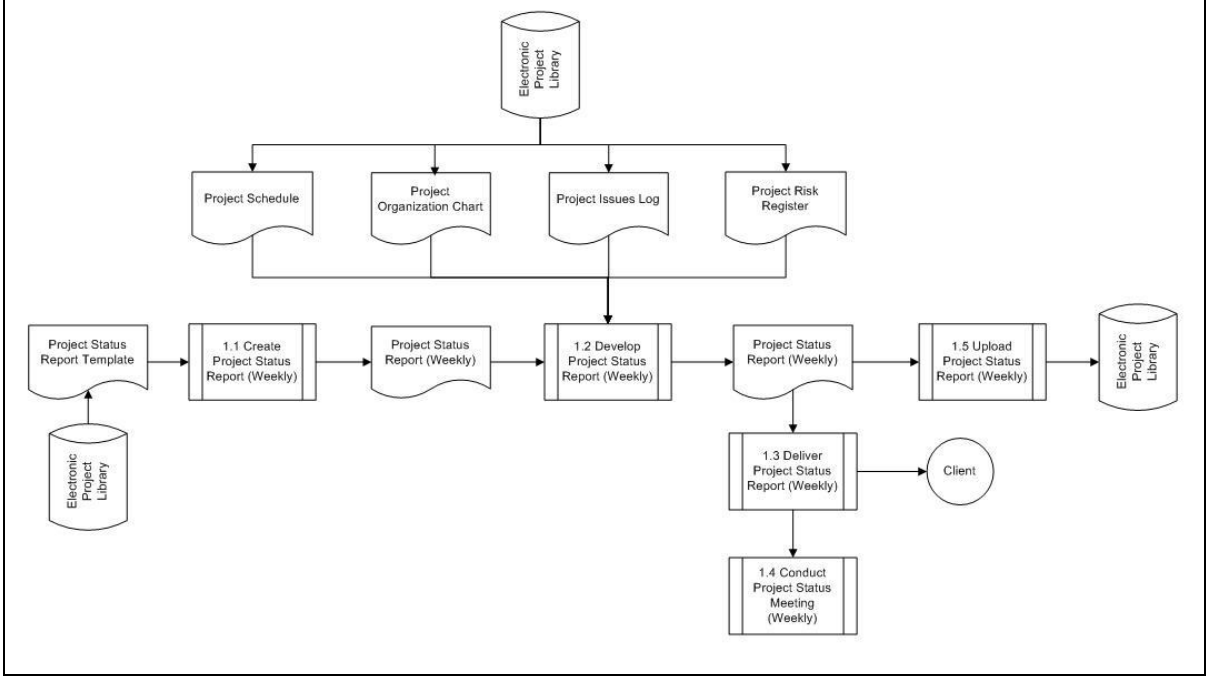

Figure 23 – Report Performance Process Flow

Method 1 – Report Performance Process Steps			
#	**Steps**	**Roles**	**Description**
1.1	Create Project Status Report (Weekly)	Project Management Officer	The Project Management Officer creates the weekly Project Status Report from the Project Status Report Template in Electronic Project Library or a copy of the previous week's report.
1.2	Develop Project Status Report (Weekly)	Project Management Officer	The Project Management Officer develops the Project Status Report (Weekly) based primary on information from other project documents and status meetings with other MAXIMUS managers. The focus of the status report is on whether the project is being completed according to the current schedule. However, the status report also tracks human resource changes, open issues and active risks.
1.3	Deliver Project Status Report (Weekly)	Project Management Officer State MNHIX Project Manager	The Project Management Officer delivers the weekly Project Status Report to the State MNHIX Project Manager, as well as other stakeholders as defined in the Communications Distribution List. The schedule for distributing the report is also defined in the Communications Distribution List.
1.4	Conduct Project Status Meeting (Weekly)	Project Management Officer	The Project Management Officer conducts the week Project Status Meeting after delivering the Project Status Report to the State MNHIX Project Manager. During the Project Status Meeting, the Project Status Report is reviewed and discussed by the meeting participates.
1.5	Upload Project Status Report (Weekly)	Project Management Officer	The Project Management Officer uploads the weekly Project Status Report to the Project Artifacts folder in Electronic Project Library.

Table 109 – Report Performance Process Steps

9 Project Risk Management

Project Risk Management aims to avoid and minimize risks before they become issues by undertaking the risk management activities. These activities are to identify, qualify, mitigate and monitor potential risks. Project team members identify and document project risks during the project initiation phase. They focus on determining the risks that are likely to have the greatest impact on the project.

Risks are categorized according to their impact on the Project. Risk classifications include some of the same categories that appear on the Change Request Form, such as Schedule, Staffing, and Scope. Risk exposure ratings are assigned based on risk severity and probability of occurrence. These assessments result in high, medium or low risk exposure ratings. Risk Action Plans, including risk mitigation and contingency strategies are required of all critical and high priority risks.

In addition, high and critical priority risk will be assessed by the PMO immediately and if applicable will be escalated to the governance committees (please see Attachment T - Project Organization Chart for MNHIX Governance Committees). Risks can be escalated at any time during the risk resolution process. Initially, risks will not be assigned a Risk Owner, but will be the responsibility of the Project Management Officer. Once the risk is escalated, it may be assigned to another Risk Owner.

Our overall Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, and monitoring and control. The details of our approach for each processes are described in the below sections.

Project Risk Management Processes	
Process	**Description**
Plan Risk Management	The process of defining how to conduct risk management activities for the project.
Identify Risks	The process of determining which risks may affect the project and documenting their characteristics.
Plan Risk Responses	The process of developing options and actions to enhance opportunities and reduce threats to project objectives.
Monitor and Control Risks	The process of implementing risk response plans and tracking and monitoring identified risks.

Table 110 – Project Risk Management Processes

9.1 Plan Risk Management

This chapter defines how risk management activities will be conducted on the project. Therefore, it is the plan for managing project risk.

9.2 Identify Risks

Identifying risks is the process of determining which risks may affect the project and documenting their characteristics.

9.2.1 Identify Risks Inputs

Risks can be identified through any number of project documents or processes. Risks are first identified and the Risk Register is created during the Conduct Project Initiation process. The Risk Register is then continuously monitored and revised throughout the project lifecycle. Risk identification is often the result of Expert Judgment on the part of MAXIMUS Project Managers and MNHIX Project Managers.

Table 110 identifies some of the other potential inputs to the Identify Risks process.

Indentify Risks Inputs

Document	Publisher	Description
Project Contract	MAXIMUS	Reviewing the project Contract and Exhibits may result in risks being identified.
Project Status Report	MAXIMUS	The Project Status Report summaries the status of the project schedule, human resources, issues and risks. Developing the weekly Project Status Report and reviewing it with MNHIX Project manager can be the catalyst for identifying additional risks.
Gap Analysis	MAXIMUS	The Gap Analysis may identify risks to the project based on the gaps between the requirements and the system functionality that are discovered and documented.
Change Request Form	MAXIMUS	A Change Request Form may identify a risk that must be documented in the Risk Register.

Table 111– Identify Risks Inputs

9.2.2 Identify Risks Tools

Table 111 identifies the tools used in identifying risks.

Identify Risks Tools	
Tool	**Description**
Risk Register Template	The Risk Register Template is a Microsoft Excel Template for creating the project Risk Register. The Risk Register template is shown in Attachment N 'Risk Register'. It also resides in the Electronic Project Library
Risk Identification Checklist	This method uses a checklist to identification opportunities, cues and that form a list of potential risks. An example of a Risk Identification Checklist is shown in Attachment O 'Risk Identification Checklist'. It also resides in the Electronic Project Library

Table 112 – Identify Risks Tools

9.2.3 Identify Risks Roles

Table 112 identifies the staff roles and their part in the Identify Risks process.

Identify Risk Roles		
Role	**Organization**	**Description**
Project Management Officer	MAIXMUS	The Project Management Officer determines which items are important enough to be included as risks and tracked on the Risk Register.
State MNHIX Project Manager	MNHIX	The State MNHIX Project Manager is responsible for reviewing each risk identified on the Risk Register and helping to develop an approach to resolving the mitigating the risk. The State MNHIX Project Manager is responsible obtaining the cooperation of MNHIX Managers and Staff Members in order to mitigate the risk according to the planned approach.
MAXIMUS Staff Members	MAXIMUS	The MAXIMUS Staff Members are responsible for carrying out the instructions given by the Project Management Officer in order to mitigate the risk.
MNHIX Staff Members	MNHIX	MNHIX Project Staff is responsible for carrying out the instructions given by the State MNHIX Project Manager, or their own MNHIX Project Managers, in order to mitigate the risk.
All Stakeholders	Any	All other stakeholders are responsible for submitting potential issues or risks. A Change Request Form should be completed and submitted according to the process defined in the Perform Integrated Change Control process.
Project Oversight Committee Member	MAXIMUS	A member of the Project Oversight Committee is responsible for helping to identify risks and provide recommendation sand decisions on how to mitigate risks.

Identify Risk Roles		
Role	**Organization**	**Description**
IT Contract Advisory Committee Member	MNHIX	A member of the IT Contract Advisory Committee is responsible for helping to identify risks and provide recommendation sand decisions on how to mitigate risks.

Table 113 – Identify Risks Roles

9.2.4 Identify Risks Techniques

Table 113 describes the techniques used to Identify Risks.

Identify Risks Techniques	
Technique	**Description**
Expert Judgment	In this case, the project relies primarily on the expert judgment of MAXIMUS Staff Members and MNHIX project manager to identify risks. However, other staff members may also contribute to this process.

Table 114– Identify Risks Techniques

9.2.5 Identify Risks Outputs

Table 114 identifies the outputs of the Identify Risks process.

Identify Risk Outputs	
Output	**Description**
Risk Register (Updated)	The Risk Register is the used to track and report on all project risks. Project risks may be identified by Project Management Officer during the review of Change Request Forms, other project documents, or during Project Status Meetings. After review by the Project Management Officer, risks that need discussion between MAXIMUS and State MNHIX Project Manager are added to the Risk Register and tracked as necessary throughout the life of the project.

Table 115 – Identify Risks Outputs

9.2.6 Identify Risks Methods

This section describes the method workflow for conducting activities to Identify Risks. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Identify Risks Methods		
#	**Method**	**Description**
1	Maintain Risk Register	Maintaining the Risk Register is the process of updating the register by meeting with State MNHIX Project Manager during status meeting, discussing risks, and reviewing project documents such as Change Request Forms and the Gap Analysis.

Table 116 – Identify Risks Methods

Method 1 – Maintain Risk Register Process Flow Diagram

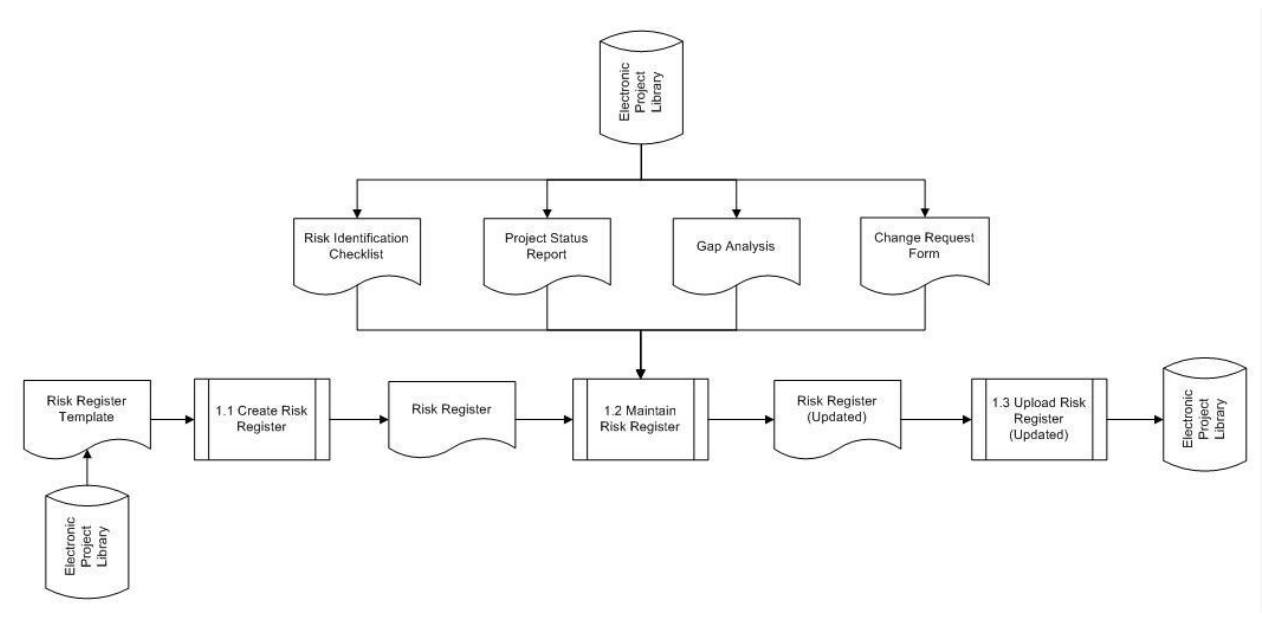

Figure 24 – Maintain Risk Register Process Flow

Method 1 – Maintain Risk Register Process Steps			
#	**Steps**	**Roles**	**Description**
1.1	Create Risk Register	Project Management Officer	The Project Management Officer creates the Risk Register from the Risk Register Template in the project templates folder in Electronic Project Library. The Risk Register is created one time and then updated as necessary throughout the project lifecycle.
1.2	Maintain Risk Register (Updated)	Project Manager MNHIX Project Managers	The Project Management Officer maintains the Risk Register based on information obtained from reviewing project documents, completing the Risk Identification Checklist, meetings with MNHIX Project Managers, or submitted on a Change Request Forms. The Project Management Officer, along with the State MNHIX Project Manager decides whether or not a risk needs to be added to the register or escalated to the governance committees.
1.3	Upload Risk Register (Updated)	Project Management Officer	The Project Management Officer uploads the updated Risk Register to the Electronic Project Library.

Table 117 – Maintain Risk Register Process Steps

9.3 Plan Risk Responses

Risk response planning takes risk information and turns it into decisions and actions. Planning involves developing actions to address individual risks, prioritizing risk actions, and creating an integrated risk action plan. The risk action plan contains both the mitigation and contingency plans.

9.3.1 Plan Risk Responses Input

Table 117 identifies some of the other potential inputs to the plan risk response process.

Plan Risk Responses Inputs		
Document	**Publisher**	**Description**
Risk Register	Project Management Officer	Risks are identified and the planned responses are documented in the Risk Register. The Risk Register is updated as the risk planning activities are conducted for each risk.

Table 118 – Plan Risk Responses Inputs

9.3.2 Plan Risk Responses Tools

Table 118 identifies the tools used for plan risk response.

Plan Risk Responses Tools	
Tool	**Description**
Plan Risk Responses Guidelines	The Plan Risk Response guideline is a tool used by MAXIMUS to help develop specific, discrete, and measurable responses to each risk. The Plan Risk Response Guidelines are shown in Attachment Q 'Plan Risk Response Guideline'. It also resides in the Electronic Project Library
Risk Management Meeting	MAXIMUS will conduct a weekly meeting to deal specifically with developing risk mitigation strategies and action plans.

Table 119 – Plan Risk Responses Tools

9.3.3 Plan Risk Responses Roles

Table 119 describes the responsibilities of people in specific project roles during the plan risk response process.

Plan Risk Responses Roles		
Role	**Organization**	**Description**
Project Management Officer	MAXIMUS	The Project Management Officer is responsible for carrying out risk response planning activities.
Project Oversight Committee Member	MAXIMUS	A member of the Project Oversight Committee is responsible for providing recommendations and decisions on how to mitigate risks.
IT Contract Advisory Committee Member	MNHIX	A member of the IT Contract Advisory Committee is responsible for providing recommendations and decisions on how to mitigate risks.
MAXIMUS Staff Members	MAXIMUS	MAXIMUS Staff Members may be involved in developing risk mitigation strategies and carrying out risk mitigation plans
MNHIX Staff Members	MNHIX	MNHIX Project Staff Members may be involved in developing risk mitigation strategies and carrying out risk mitigation plans.

Table 120– Plan Risk Responses Roles

9.3.4 Plan Risk Responses Techniques

Table 120 describes techniques used for Plan Risk Response.

Plan Risk Responses Techniques	
Technique	**Description**
Expert Judgment	In this case, the project relies primarily on the expert judgment of MAXIMUS Project Managers and MNMHIX Project Managers to assess each risk and determine the appropriate mitigation strategy and response. However, other staff members may also contribute to this process.

Table 121 – Plan Risk Responses Techniques

9.3.5 Plan Risk Responses Outputs

Table 121 describes the outputs of the Plan Risk Response process

Plan Risk Responses Outputs	
Output	**Description**
Risk Register (Updated)	The Risk Register may be updated with new information about mitigating the risk as a result of this process.

Table 122 – Plan Risk Responses Outputs

9.3.6 Plan Risk Responses Methods

This section describes the method workflow for conducting Plan Risk Response activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Plan Risk Responses Methods		
#	**Method**	**Description**
1	Plan Risk Response	The Plan Risk Responses process develops mitigation strategies and action for responding to identified risks.

Table 123 – Plan Risk Responses Methods

Method 1 – Plan Risk Response Process Flow Diagram

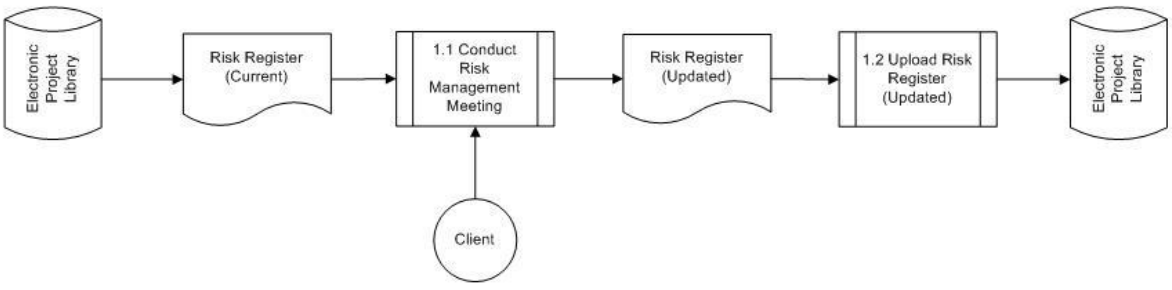

Figure 25 – Plan Risk Response Process Flow

Method 1 – Plan Risk Response Process Steps

#	Steps	Roles	Description
1.1	Conduct Risk Management Meeting	Project Management Officer State MNHIX Project Manager MNHIX Project Manager MAXIMUS Project Managers	The Project Management Office conducts the Risk Management Meeting. Project Managers from both MNHIX and MAXIMUS may also attend the meeting. During the meeting, the participants plan risk mitigation strategies and actions, and make assignments necessary to carry out any plans. Project Managers enlist the help of necessary staff members to carry out the agreed upon plans.
1.2	Maintain Risk Register	Project Management Officer	The Project Management Officer updates the Risk Register based on information obtained from during the Risk Management Meeting.
1.3	Upload Risk Register (Updated)	Project Management Officer	The Project Management Officer uploads the updated Risk Register to the Project Artifacts folder in Electronic Project Library.

Table 124 – Plan Risk Response Process Steps

9.4 Monitor and Control Risks

Risk monitoring and control is an important step within the risk management process. Risk monitoring and control includes tracking the status of risks and actions taken to mitigate them. The Project Management Officer monitors the status of risks and the actions it has taken to mitigate them.

9.4.1 Monitor and Control Risks Inputs

Table 124 identifies some of the other potential inputs to the risk monitor and control process.

Monitor and Control Risks Inputs		
Document	**Publisher**	**Description**
Risk Register	Project Management Officer	The risk register identifies the risk and risk owners, agreed upon mitigation strategies and responses, and the current status of the activities.

Table 125 – Monitor and Control Risks Inputs

9.4.2 Monitor and Control Risks Tools

Table 125 identifies the tools used for risk monitor and control.

Monitor and Control Risks Responses Tools	
Tool	**Description**
N/A	

Table 126 – Monitor and Control Risks Tools

9.4.3 Monitor and Control Risks Roles

Table 126 describes the responsibilities of people in specific project roles during the risk monitor and control process.

Monitor and Control Risks Roles		
Role	**Organization**	**Description**
MAXIMUS Staff Members	MAXIMUS	MAXIMUS Staff Members are responsible for providing updates on identified risk, agreed upon risk responses, and specific implementation actions.
MNHIX Staff Members	MNHIX	MNHIX Staff Members review the updated risk register to ensure risks are being monitored and controlled.

Monitor and Control Risks Roles		
Role	**Organization**	**Description**
Project Management Office	MAXIMUS	The Project Management Officer is responsible for monitoring the Risk Register and ensuring risk mitigation strategies and actions are being carried out as planned. The PMO is also responsible for ensuring the Risk Register is updated.

Table 127 – Monitor and Control Risks Roles

9.4.4 Monitor and Control Risks Techniques

Table 127 describes techniques used for Plan Risk Response.

Monitor and Control Risks Techniques	
Technique	**Description**
Risk Audit	This process examines and documents the effectiveness of risk response in dealing with identified risks and their root causes, as well as the effectiveness of the risk mitigation strategies and plans.

Table 128- Monitor and Control Risks Techniques

9.4.5 Monitor and Control Risks Outputs

Table 128 describes the outputs of the risk monitor and control process.

Monitor and Control Risks Outputs	
Output	**Description**
Risk Register (Updated)	The Risk Register may be updated with new information about the risk as a result of this process.

Table 129– Monitor and Control Risks Outputs

9.4.6 Monitor and Control Risks Methods

This section describes the method workflow for conducting risk monitor and control activities. The flowcharts for the methods describe a linear progression of events when it may actually be an iterative process of adding information as it is collected, by reviewing the identified documents or as new information becomes available.

Monitor and Control Risks Methods		
#	**Method**	**Description**
1	Monitor and Control Risks	Risk monitoring and control involves implementation of risk response plans, tracking identified risk, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project.

Table 130– Monitor and Control Risks Methods

Method 1 – Monitor and Control Risks Process Flow Diagram

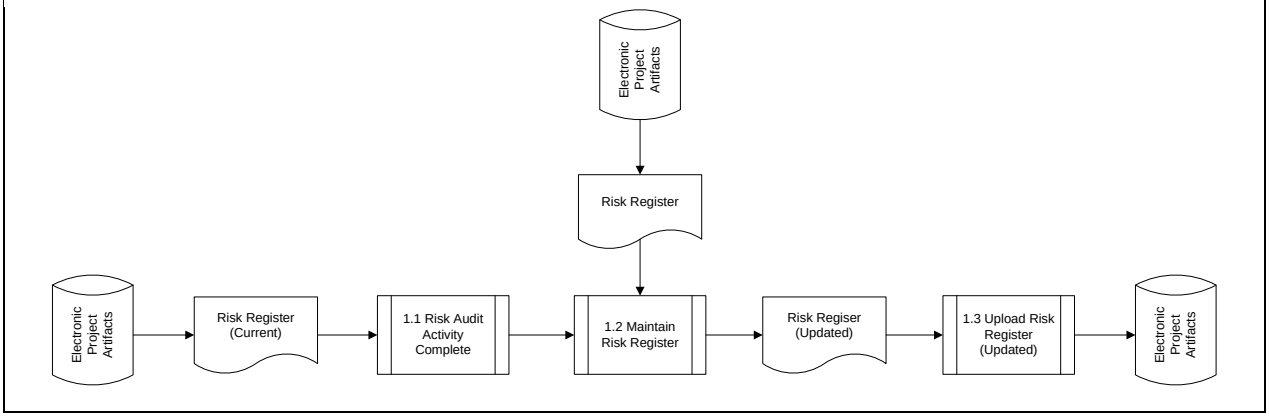

Figure 26 – Monitor and Control Risks Process Flow

Method 1 – Monitor and Control Risks Process Steps			
#	**Steps**	**Roles**	**Description**
1.1	Conduct Risk Audit	Project Management Officer	The Project Management Officer conducts a risk audit.
1.2	Maintain Risk Register	Project Management Officer	If necessary, the Project Management Officer updates the risk register after the risk audit.
1.3	Upload Risk Register (Updated)	Project Management Officer	The Project Management Officer uploads the updated Risk Register to the Electronic Project Library.

Table 131 – Monitor and Control Risks Process Steps

10 Project Procurement Management

According to PMBOK, Project Procurement Management includes the processes necessary to purchase or acquire external products and services. Figure 27 describe these procurement management processes.

Plan Procurements—The process of documenting project purchasing decisions, specifying the approach, and identifying potential sellers.

Conduct Procurements—The process of obtaining seller responses, selecting a seller, and awarding a contract.

Administer Procurements—The process of managing procurement relationships, monitoring contract performance, and making changes and corrections as needed.

Close Procurements—The process of completing each project procurement.

Figure 27 – PMBOK Procurement Management Processes

Since the MNHIX is being performed on a fixed-price basis, these typical PMBOK procurement management processes are for the most part not applicable, at least in the context of this project management plan. MAXIMUS has agreed to provide software licenses for certain products and this information is reflected in the project contract. Specifically, in Exhibits C and E of the contract which spell out the payment schedule associated with certain deliverables, and the associated third party software respectively.

This does not mean that MAXIMUS's participation in the project does not impact the procurement processes for the State. For example, the State has agreed to provide facilities and equipment to MAXIMUS in order to complete the work on the project. Therefore, the number of staff member's onsite can impact the procurement processes of the State as it must plan, conduct and administer contracts associated with providing such resources. However, those processes are being managed by the State, not MAXIMUS. MAXIMUS is required to provide a staffing estimate for the project, and has delivered this estimate to the State with this plan. MAXIMUS will maintain the staffing estimate throughout the life of the project, and this process is described in Chapter 7 – Project Human Resources Management.

The other area in which MAXIMUS can influence or impact the State's procurement activities is in the area of Change Orders. The processing of Change Requests, as described in Chapter 2 – Project Integration Management, may result in a change in project scope, which in turn may result in the need to procure additional resources. More information on this process is spelled out in the Table 1 – PMP Requirements, Deliverables and Standards.